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CALUMET REVIEW



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AUG 23 1922

Calumet Review *of* 1921





The Difference Between
DOLLARS *and* IDEAS

You have a dollar,
I have a dollar,
We swap;
Now you have my dollar,
And I have yours,
We are no better off.

* * *

You have an idea,
I have an idea,
We swap;
Now you have two ideas,
And I have two ideas.

* * *

That's the difference.

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CALUMET BAKING POWDER CO.



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Words of Praise and Good Cheer

From THE PRESIDENT

CHRISTMAS is the one time in the year when there is more genuine good fellowship and brotherly love than is found on any other occasion. This is so because Christmas is humanity's official, annual, cheer-up day, every one of us trying to do something to make the other fellow happy. There is no disposition on the part of any of us to be conventional or stand on ceremony. The grouches, pessimists, cold-footers and all the rest of the joy killers who seem to get their pleasure in life by spreading gloom, have got to go away back and sit down or get in the joyous procession of good cheer and be a good fellow and a booster of the brotherly spirit that has always permeated our big Calumet family.

It makes me happy to note that, more and more with the passing of time, business is becoming human. Slowly but surely, business is learning that in order to make the greatest progress, the customer must be regarded as a partner. The customer must be given the very best in value, top-notch service, intelligent, hearty co-operation. It must all be backed up by a policy of fair dealing that makes it a pleasure for the customer to come back and buy more. I know that the concern who gives the most in service, good value, co-operation and fairness, gains the most in profit; that the thing that we call our "For the Dealer" policy—produces loyalty in customers, makes them boosters; that recognizing the customer's interests as our own interests, his success as our own success, is the foundation of our real achievement.

In spite of the great business slump in 1921, CALUMET swept right ahead. We have done the greatest business in our entire history. Yes—NOT excepting even 1920. At the beginning of the year 1921, when practically every concern began

the most severe retrenchment program that they had ever undertaken, we set about to intensify our selling and advertising. Instead of sitting back and waiting — waiting to see what was going to happen, we took the initiative, put still more efficiency into our methods, and made up our mind to knock all previous selling records to splinters!

No salesmen were dismissed. No one's pay was reduced. Quotas, basen on distribution, were given to each salesman. We realized that extraordinary effort was required. Ninety per cent of our salesmen responded to these higher-than-ever quotas; and, through almost super-human salesmanship, a large number of them made selling records which they never dreamed were possible. It wasn't easy. Each man had to put into action every ounce of talent in him. Thus, in closing the year

1921, the best year we ever had, it pleases me to see the wonderful fruition of our plans. It proves that our decision was founded upon clear thinking, sound judgment and 100 per cent faith in the CALUMET HUNDRED-POINTERS—the greatest sales go-getters in the world!

We have sound reason to be merry, on this merriest Christmas! Here's to your health, happiness, prosperity! May this Christmas be the merriest one you ever had.



W. M. WRIGHT, President

For my part, I would rather be the first man among these fellows than the second man in Rome—Shakespeare

1921 cont.
Dir. J
5/24/23



Calumet, Past and Present

A Little Calumet History, By W. M. WRIGHT, Its Founder and President



Calumet's Humble Origin—1889
490 Sq. Ft. Floor Space

and FACTORY. My total equipment, which at that time consisted of a little hand mixer, with an extremely small stock of supplies, was hidden away behind the calico curtains stretched across the room. For a desk, I used an empty starch barrel with a board across the top. Alternately I worked on the outside getting orders, then returning to the little room, rolling up my sleeves and making enough powder to take care of my sales.

Naturally, I bought materials in very limited quantities. There were two reasons why this was necessary. First, my capital was very small and, as yet, I had created no demand for my product; but I was enthusiastic and hopeful because the venture gave me at least a start toward the goal which I set early in life—to some day operate the biggest and best baking powder plant in the world. It also furnished me the opportunity to prove my contention that a small quantity of dried white of egg as an ingredient in baking powder would prove of immense value in affording a means of protection to the manufacturer, distributor and consumer.

Like most new enterprises, my efforts were more or less successful. Often it seemed that the "downs" occurred more frequently than the "ups."

After eleven months on North State Street, I had interested quite a number of dealers in my product and took larger quarters, moving to the West Side and occupying the top floor of a bank building at the corner of Desplaines Street and West Washington. This

IN THE Spring of 1889, I launched the Calumet Baking Powder Company in one little upper room on the top floor of a small three-story building that still stands on North State Street just at the North end of the bridge over the Chicago River. This small room, affording little, if any more room than the private office in which I am now seated, served the two-fold purpose of OFFICE

building still stands and serves me as a daily reminder of my early struggles.

After a little more than three years of varied success, I again moved—this time to Michigan Avenue, occupying the whole of a small store building fifty by one hundred, with three floors and basement. My neighbors in the same block included Wm. Wrigley, Thompson Taylor Spice Co. and Dean Brothers. While located on Michigan Avenue, our first real evidence of permanent prosperity began to be realized. The small territory which I had covered in what was considered in those days "most thoroughly," although nothing like as intensively as we work now, continued to send in repeat orders and gave Calumet a momentum which again forecasted the need of still larger quarters.

In 1902 we were able to move into our own plant, erected for us on a long lease. This building was, so far as I know, the first building ever erected for the

specific purpose of manufacturing baking powder. At that time I was very proud of our new home. It was a long step toward the fulfillment of my ambition, and even today it ranks above the average baking powder plant in this country. It required about ten years for us to outgrow this plant, which at the time we first occupied it, seemed far beyond our requirements. Then for two years more we struggled along under crowded conditions and worked night and day shifts, being oversold practically every month during our last two years at St. Clair and Ohio. During this time, our present big plant was under construction at Fillmore and Karlov Streets, in the new Westcenter industrial zone, and in April, 1914, we moved into our



West Side Quarters—1900
2800 Sq. Ft. Floor Space

present quarters, which have since become nationally known as the world's largest and finest baking powder plant. The total floor space in this plant is 160,000 square feet—400 times the amount of floor space afforded by the little North



North Side Building—1902

The historian is a prophet looking backwards—Schlegel



Calumet Baking Powder Plant No. 2
East St. Louis, Ill.

State Street storeroom where Calumet first heralded its slogan "Best by Test."

Early in 1920 our orders became so heavy that it was apparent that we must again expand our facilities for manufacturing Calumet. The urgency of this need resulted in Calumet Plant No. 2, located at East St. Louis, increasing our production about forty per cent and putting us in closer reach of the Southern states which are large users of our product.

In spite of our well laid plans for preparedness, we were unable to meet the demand for Calumet during 1920. We were particularly handicapped through the difficulty in obtaining sufficient materials of the high grade which we require. Here again, necessity prompted us to what, in my opinion, is the maximum achievement of Calumet's history—adding an immense material plant covering six acres, with forty-three individual buildings and a total floor space of more than a million feet, located at Joliet (thirty-eight miles south of Chicago) where we are now able to produce our own materials and avoid the vexatious worry that



Calumet Baking Powder Material Plant—Covering 6 Acres
Joliet, Ill.

must follow when dependent upon outside sources for supplies. The Calumet Chemical Plant, as it is called, will manufacture the highest grade chemicals. Its entire output will be used by us in the manufacture of Calumet Baking Powder.

Our friends, particularly the wholesale and retail dealers, are invited to visit our plants whenever in Chicago, East St. Louis or Joliet. The latchstring hangs on the outside. We have no intention of forgetting that we are indebted to our distributors to a very large extent, for the phenomenal success which we have made. All along, it has been our aim to pattern our plant, product and policy so as to best serve our customers and we shall spare no effort or pains to further serve Her Majesty The American Housewife.



The Home of the Calumet Baking Powder Co.
Chicago, Ill.

Thus far into the bowels of the land, have we marched on without impediment—Shakespeare.



The Romance of a Great Idea

Based on an interview by Tom C. Igo
Editor of Golden Rule Magazine

By WARREN WRIGHT, *Secretary and Treasurer*

THE Romance of a Great Idea, is the thought that passed through my mind as I sat in the office of the active head of the world's largest baking powder manufactory while he related with all the pride of his young manhood the biography of his revered father, William M. Wright.

He told me with genuine warmth and feeling, as only a good son could, how the \$5,000,000 "Best by Test" baking powder company had been born in the mind of his father, way back as far as 1888, more than thirty-three years ago.

Back we went into the yesterdays of his institution, back to the days when the Chicago plant, not to mention the new \$1,000,000 one in Joliet, and another in St. Louis, was but an idea in the alert mind of a man who had faith that the great American public would respond if he could but give them a baking powder a little better than they were getting, and at a lower price.

With that faith in the consuming populace, supplemented by a belief in his ability to produce such a product, he resigned his high salaried position with a concern of which he later became a competitor and which exercised every means within their power to put him out of business, and founded the mammoth institution of which he is now president.

This institution is truly a monument to the forbearance, long-suffering, and persistency of a man with an idea and faith in his ability to accomplish what he set out to do.

I pulled my chair a little closer as Mr. Warren Wright portrayed those early days when money was scarce and the older Wright was using an old sugar barrel for a desk, making a few pounds of baking powder one day and marketing it the next.

If there was ever an example of self-denial and deprivation and a man who paid the highest price for

success, that example is to be found in the biography of William Wright and in the Romance of his Great Idea.

It is doubtful if any of the young men of this day and age will ever be called upon to encounter hardships, and endure the pangs of hunger as did the masters of the old school. Here you are reading a true story of a man who thirty years ago was depriving himself of the so-called necessities of life that he might invest their cost in raw materials from which he made his product.

He practically invested his last penny in raw material and then worked like a trojan manufacturing baking powder. After the raw materials were made into the finished product he closed his office-factory, and set out to find its market, returning only after his entire supply had been sold.

The Calumet organization developed just that way. Its growth was slow and steady and its foundation was built with care and skill on the rock of Faith in an Idea and an Ideal. An organization so built can withstand all the rains of animosity and storms of competition. In meeting and overcoming resistance it becomes stronger, because it has been tempered

and tried in the fires of adversity.

The next five years were beset with the worst kind of heartbreaking experiences and hardship akin to the launching of a new enterprise. It was only by the firm belief in himself and his product, coupled with everlasting persistency that the business was kept running and thousands of unpleasant and unexpected conditions either eliminated or overcome.

I was beginning to wonder just where Warren Wright, the interviewee, had entered the baking powder arena, as I knew previously that he had long since assumed complete control of the business and was



WARREN WRIGHT



instrumental in developing it to its present proportion. I so questioned him.

He smiled and replied: "In 1893, when the business was in its fifth year, I graduated from High School and the selection of my life's work was left entirely with me. I decided that there was more romance connected with the development of father's idea than in any other field and I decided to learn the baking powder business in every detail.

"I started right out in the plant, at the very bottom, and learned every detail of the business; the evolution of the raw material into the finished product—gaining a complete knowledge of manufacture, production, management, sales and distribution. Thus I eventually earned my place behind the big mahogany in the front office."

I asked Mr. Wright what the present chief aim or definite purpose of the Calumet Baking Powder Company was. He replied: "To give the housewife the best possible baking powder for the lowest possible price, produced in a plant where harmony is the first law of production, where pride in the quality of the product is the predominating spirit of each employee, sold by a salesman especially trained for the building of goodwill and distributed by a dealer whose pride is in selling quality goods and whose motto is service."

He will succeed; a more worthy or highly commendable purpose is hard to conceive.

"We are producing the very best baking powder we know how to make. If we knew how to improve our product we would do so, no matter what the cost," continued Mr. Wright. "Suggestions from the patrons are ever welcomed by our organization. We are always glad to explain in detail, or instruct anyone in the use of our goods; we do this gladly, because we are always proud of a satisfied user and we guarantee satisfaction to every user of Calumet Baking Powder."

An evidence of confidence in his goods, surely.

Mr. Wright is possessed of a strong, winning personality, and radiates good will and enthusiasm which permeates every nook and corner of his mammoth plant. Every worker is a rooster and this makes the Calumet plant the most pleasant and profitable in the world. The kindly face, the winsome smile, the kind courtesy, confidence-inspiring sincerity, plus ability to meet and master every situation, has won every employee so that he pursues his job with vim, vigor and enthusiasm.

A happy condition, and a healthy one, in these days when industrial organizations are being "rent in twain" by disloyalty and other diseases now so common in industry.

There is one fundamental principle or basic fact that stands out very clearly. That, whether you believe it or not, the spirit of the "The Big Boss," the atmosphere of the "Front Office," will silently and subtly permeate an entire organization, and each employee will unconsciously become endowed with that spirit, and it will in turn direct and influence him in the performance of his duties. It will be that spirit

that makes him a loyal and faithful employee, performing his work with a sense of pride and a determination to give his employer the best that he has, or it will make of him a lazy loafer, discontented and an easy victim to some radical labor leader. It will make of him a man whose effort is prompted only by necessity instead of by a desire to serve, or a man who performs his work in a disinterested, antagonistic attitude.

If you want to find out what kind of a man is at the head of any organization, slip in, unexpectedly, some time early in the morning before the boss gets in and there you will see as if written in letters of living fire, a telltale description of him whose spirit is the directing force in that organization.

The Calumet employees recognize the industry, application, and common sense of their chief and try to emulate his example; courtesy in that organization is a predominating principle, from the office of Mr. Wright on down to the man I found sweeping the floor in the basement.

You do not find printed on the walls and side of the Calumet factory any inscriptions that "courtesy is the ruling factor in this plant," but what is infinitely better, you come into contact with the concrete demonstration. It is in the hearts of the employees and the very atmosphere of the place. What is said about a man or an institution has very little weight; demonstration is the thing that tells.

Warren Wright has a very charming personality which bespeaks a good and kind heart, one that is interested in everything and everybody with whom it comes in contact, and which radiates a sincere desire to render service to all who need his counsel and his advice. I know of no other man who is more willing to help young men and young women find their proper place in the world's work than is this kindly, energetic and sympathetic manufacturer of the "Best by Test" baking powder.

"I am a firm believer in the principle you fellows are advocating through THE GOLDEN RULE MAGAZINE," said Mr. Wright, "and I honestly believe that through such principles and through the application of the Golden Rule philosophy we will evolve a solution of our present economical, industrial, and social problems. It is the *one* rule governing all human relationships.

"It is not a lack of opportunity that confronts the young man of today. It is a fact that never in the world's history was there such a need for—and such a lack of—big men as there is today. It is not opportunity men need—it is obsession; a deep, all-consuming desire to get there, and a fixed determination to back that desire with action and deeds.

"There is always room in our organization for men who possess initiative, and the ability to think. We have not reached the zenith in the baking powder business, and any man who is attracted by the superior quality of our product, and who is imbued with the spirit of service which runs through the veins of every member of our organization, who can convince me that he comes to us through the natural law of attrac-

Continued on following page

Man is of soul and body, formed for deeds of high resolve.—Shelley



A Christmas Greeting

By GEORGE C. REW, *Vice-President*

WELL, here is our good, old friend, CHRISTMAS, ushering itself into our midst, spreading its golden rays of peace and good will upon the world and making it a pleasure for all of us to pause in our daily work and think of our friends, as well as all of those whose lives mean something to us.

If a friend is a person whom we like, and who likes us, who in more or less measure contributes to our happiness or welfare, then who is more entitled to be called a friend than the hundred-pointer? Certainly the salesman is a part of our lives. He contributes to our welfare. He secures



GEO. C. REW

customers, which make our business possible. Largely, the salesman's work is responsible for our progress.

Equally we are interested in the welfare of our customers and our salesmen. The more successful they become, the greater measure of success will be reflected upon our own progress.

So in extending to our friends a very merry Christmas, I am putting our salesmen and our customers at the top of the list, and extend my hearty good wishes for a very merry Christmas, and that 1922 will bring the fulfilment of every plan you make.

The Romance of a Great Idea

Continued from page 7

tion, and who is willing to back his statements by working for a sum consistent with the earning capacity of a new man in a new and strange field, until he has proven by the quantity and quality of his service that he is worth more, than man can obtain any position in this organization within the scope of his imagination.

"The only limitations that I will place on a man of that calibre are the limitations of his own mind."

A fairer proposition is hard to imagine. It actually costs a firm money to train new men, yet this good man is willing to pay a wage sufficient to meet the legitimate expenses of the man who wants to succeed; to give him the chance to earn while he learns.

Quite different, that, from the boys of the old school who paid a much dearer price for knowledge and experience.

I know for a fact that not thirty-five years ago, my own father worked harder than the average man of today, and almost twice as many hours, and served three years in this apprenticeship, without any wage, other than that his employer boarded him and bought his clothes.

He did this in order to gain experience and knowledge which, today, finds a ready market at a comparatively high salary, as a foreman with one of the big mills in the nation's steel industry.

Now, surely, such a proposition as Warren Wright suggests, is all the opportunity any red-blooded American could ask for, and it is the only basis on which any man or woman has any moral or spiritual right to approach any employer in the question of

Continued on page 15

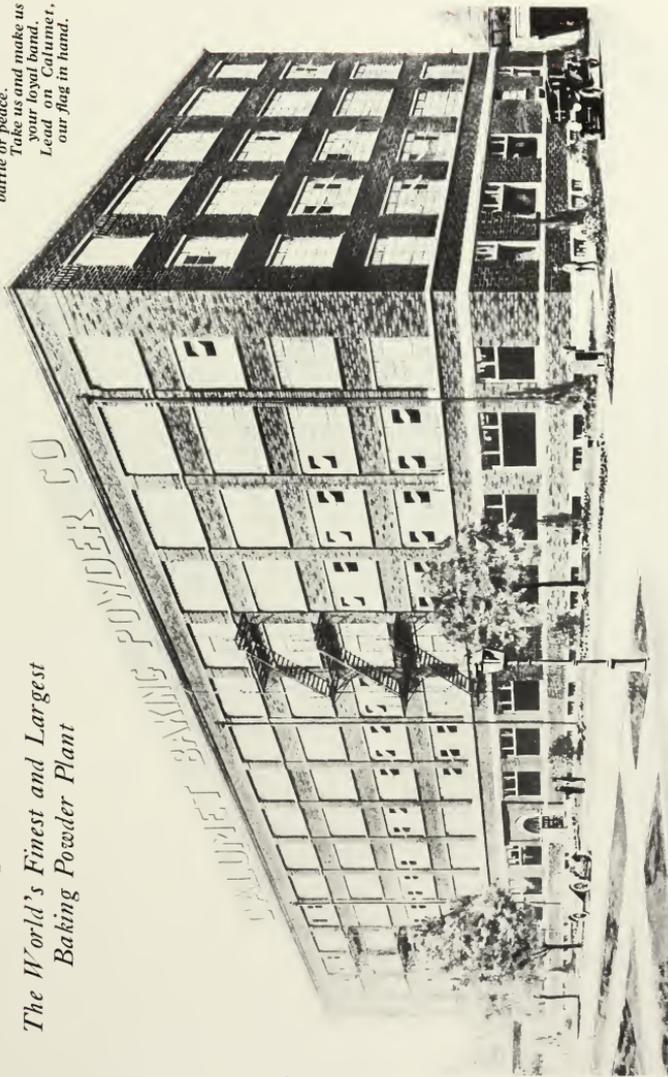
The Home of the Calumet Baking Powder Co.

Chicago, Illinois

*The World's Finest and Largest
Baking Powder Plant*

*Pine to palmetto, and ocean
to ocean,
Though of strange nations
we get our increase,
Here are your worshippers,
one in devotion,
Whether the bugle blows
battle or peace.*

*Take us and make us
your loyal band.
Lead on Calumet,
our flag in hand.*





Calumet Baking Powder Co. Plant No. 2

East St. Louis, Ill.



J. H. DUNN
Manager





Calumet Material Plant located at Joliet, Ill., comprising 43 buildings covering 6 acres — representing an outlay of more than a million dollars. With the completion of this plant we control the high grade and quality of the material necessary to manufacture the world's best Baking Powder. The erection of this plant marks the zenith of our 1921 achievements.





Why Is Baking Powder Like Advertising?

It must be judged by what it does, not by what it is

By K. K. BELL, General Manager, Calumet Baking Powder Co.

Address before Advertising Council, Chicago Association of Commerce, October, 1921

IN our plan of distribution we prefer to class the wholesaler and retailer under one broad, friendly term—Our Dealers—as the chief factors in our plan of intensive selling; we prefer to treat selling and advertising the same way, believing they are so inseparably bound up that no distinctive lines of demarkation are possible.

While recent months have seen marked variation in methods of distribution in almost every line, invariably these changes, when analyzed, fail to establish any newly discovered principles, but merely reflect the well intended effort of some manufacturer to readapt his methods to the conditions of today.

The range of these variations, whether in selling or in advertising, is as a rule determined by the individual manufacturer's interpretation of "normalcy." The more pronounced variations merely mean that some courageous manufacturer is "blazing the way" in his effort to meet present day conditions. As for ourselves, we don't believe in getting back to normal. We have been able to keep ahead of normal so far and have no intentions of returning. Personally, I think the sooner all of us realize that normalcy in the sense of old business methods and conditions is impossible, the better will be our chances to readapt our methods to the present era.

I don't believe in pre-war prices nor pre-war business methods. Particularly, I detest the shortsightedness that prompts a dealer to feature pre-war prices in his advertising. It is a negative quality and is the kind of advertising that kills instead of the kind that builds. Intensive selling to us means 100 per cent distribution.

Today, more than ever before, do retailers know the value of an alliance with an institution whose methods of distribution afford modern standards of service. To us, goodwill is nothing more or less than to have the dealer appreciate the value of an association of his name and his store in the public mind with our name and trade-mark.

In days gone by we were satisfied with satisfied customers, but no longer. Calumet would have never reached first place on the old theory that "a satisfied customer is the best advertisement." We are not contented with satisfied customers. We want enthusiastic customers. To get them, we must have enthusiastic salesmen, enthusiastic advertising. Farming that makes two blades of grass grow where only one grew before is called intensive farming. An advertise-

ment that creates a new customer who is enthusiastic enough to enlist her neighbor, is intensive advertising.

Distribution Methods Must Include Selling Helps

Our methods of distribution naturally must include selling helps. We concern ourselves with the final outlet for our product. You may call it what you please—store service, dealer co-operation, or anything you like—but the idea is that we regard our business as one big machine, the total of which includes not only the final sale but the final service as well. The wholesaler and retailer represent important links in this chain, but neither of them is the final market.

I am sure that the baking powder manufacturers of the old school would stand amazed at the helpful details that Calumet distribution now includes. While there are quite a few manufacturers who prefer to restrict their distribution to exclusive selling alliances, the majority, like ourselves, are not so modest and believe in 100-point distribution. By this I mean that the term "our dealers" includes every wholesale grocer, every retail grocer, in the land. I don't believe I am guilty of exaggerating when I say that we enjoy better than ninety-nine per cent distribution with both.

Still the real difference in our own plan and some other one is merely one of interpretation.

We believe that a successful marketing system must go far beyond placing the merchandise on the jobber's floor or on the retailer's shelf. We are not content merely to include selling helps for them, but we go so far as to undertake to educate each individual housewife just how each and every spoonful of Calumet can be best distributed on baking days.

We are optimistic, but our optimism is not of the kind that leaves the problems of readjustment to the Government. We think individual action on the part of each manufacturer is necessary in order to readapt methods so as to strengthen every link in the entire chain of distribution, with a sense of the manufacturer's responsibility.

Our dealers do not produce Calumet and do not always know the inside story of its quality. They are concerned with hundreds—yes, thousands—of items, and no matter how anxious they are to serve the housewife intelligently, we prefer to work hand in hand with them by extending the protection which they enjoy to their customer, the consumer, as well.

Advertising, like baking powder or like salesmen, is best judged by what it does rather than what it is. We



K. K. BELL.



are unable to buy advertising as we do our materials. It is something that can't be standardized, because no two of us think alike and no two commodities can be sold with the same "spiel." A lot of copy is good literature—yet it fails to "bring home the bacon." The old way of sticking to publicity and stereotyped sameness is obsolete. Today, your copy must have room for imagination.

During the past year it has been discouraging to manufacturers to have the value of their copy killed, appearing side by side with some pessimistic editorial. Most advertising is truthful and optimistic. Unfortunately, as much cannot be said of editorials.

Best of all, advertising makes us honest. Look around you, and you will find there has been no profiteering in trade-marked nationally advertised merchandise. Furthermore, firms that employ advertising in large quantities are forced to practice foresight. If you make a mistake in selecting an automobile, you can recoup part of your loss by selling at a sacrifice. If you invest your money in poor advertising, it is "good night."

The peculiar thing about advertising is that while it cannot be standardized, it does standardize grades and markets, encouraging a freer competition. No advertising is powerful enough to put a crown on the head of a humbug. A food specialty, under a private brand today is like a mule—"without pride of ancestry or hope of posterity." The man who leaves his son a factory producing unknown goods, leaves him merely a chance to fight for business. The man who leaves his son a

factory producing goods that have a place in the public opinion of the nation, leaves that son an inheritance which only his own folly can destroy.

We are back to the buyer's market. Dealers no longer can be ordered. They must be persuaded. Advertising and salesmanship have again come into their own because more must be accomplished with less expense than heretofore. One outstanding example of this is the disposition of certain classes of industry to pool their advertising. Banks, coffee roasters, and even the churches, are putting on campaigns based on their needs in common. The bankers' bulletin encourages thrift and saving. The coffee roaster tells the housewife to deal with the neighborhood grocer and avoid taking chances with the roving peddler. The church billboard reads: "You went to Sunday School. Give your children the same chance."

We don't encourage pool buying. We prefer to deal individually with each grocer and to know his clerks; we specifically include the fellow behind the counter in our plans.

In closing, I want to say without any desire to boast or blow my own horn, that our sales for 1921 have upheld our judgment in deciding at the very beginning of the year against retrenchment in any form. A "Go Get 'Em" policy of continuing and increasing our already intensive campaigns of selling and advertising is paying dividends. August, usually a dull month, broke all previous records for car shipments for any month in our history.

Speech was made to open man to man, and not to hide him; to promote commerce, and not betray it.—Lloyd

In reporting the above address in their November issue, JUDICIOUS ADVERTISING made the following comment

Don't Stay Even—Get Ahead

Are there some among us who have worked with all our might trying to get things back to normal?

Trying to get business back on a pre-war basis, with pre-war prices?

Trying to give, in spite of difficulties, satisfactory service?

Have we even secretly thought ourselves virtuous in so doing? Thought our whole duty would be done? A most worthy ambition realized?

Yet again, have not some of us felt that the Duchess was right when she told Alice (in "Through the Looking Glass") that it takes all the running you can do to keep in the same place?

Then—shame on us all!

These be puny thoughts indeed!

Hear the words of Mr. Bell, of the Calumet Baking Powder Company.

In a racy, pithy talk which we give in this issue, he says:

"We are not contented with getting back to normal. We intend to keep ahead of normal.

"We are not contented with satisfied customers. We want enthusiastic customers.

"I don't believe in pre-war prices nor pre-war business methods.

"I detest the short-sightedness of a dealer who features pre-war prices in his advertising. It is a negative quality, the kind of advertising that kills instead of the kind that builds.

"Our sales for 1921 have upheld our judgment in deciding at the very beginning of the year against retrenchment in any form."

Like his own leaven, Mr. Bell uplifts us.

No feeble, empty optimism this, no impossible preaching.

It is cogent reality—stimulating, invigorating; a force that should start us going at a faster pace.

It is not enough to get up.

"Don't stay even—get ahead," says Mr. Bell.

More power to him!

May he leaven the whole lump!



Super Sales Success

By J. L. GALLAGHER, *General Sales Manager*

AT the beginning of the year 1921, there was quite noticeable a feeling of uncertainty in the world of trade. The press recounted in alarming, anxious and uneasy news items negative events that almost paralyzed business. Firms that were large advertisers immediately cut down their appropriation. Factory purchasing agents were instructed to curtail their buying. Selling institutions laid off an army of salesmen. Surely, such a situation would test the courage, fearlessness and confidence of the bravest.

The Calumet Baking Powder Company was the notable exception. Its officers backed up its executives, and its executives backed up its fighting salesmen. Like the sea captain driving his ship right into the blinding storm, knowing the power of his vessel and his destination, pays no attention to the elements but directs his ship with such confidence that he knows that he will safely pass through and reach port in due time, so did this company feel, with confidence and security in the future, that, provided their work was directed right, they must win.

As a result of this confidence in conditions, we launched forth the largest and most intensive campaign of newspaper, bulletin board, electric sign and general advertising that any baking powder company ever put out. Our selling ranks were recruited to full fighting strength, with the highest grade of salesmen trained and hardened not only to sell Calumet Baking Powder to leaven the world's bread, but they were trained and instructed to "dole out" optimism and confidence that would "lighten" the burden unjustly imposed on the merchant.

Every salesman went out to his work with this one thought uppermost in his mind: "THE MEN WHO GET THE MOST BUSINESS ARE THOSE WHO FIGHT THE HARDEST FOR IT AND CARRY THE MERCHANDISE THAT WILL SELL AND BRING CUSTOMERS BACK TO THE STORE FOR MORE."

That the Calumet plan was a complete success was very quickly noticed and in the early part of the year the World's Greatest Newspaper published and distributed throughout the land their full-page editorial with actual figures proving that the Calumet Sales Force were victorious.

The quotas of sales that were placed against each town for the year 1921 were the largest figures ever set, but by dogged determination on the part of every

salesman, backed up by a live, advertising campaign, the co-operation and support of the wholesale and retail grocer was secured and the volume set at the beginning of the year was practically reached in every demonstrated town.

Intensive campaigns, covering the small towns and the cross-road grocers, gave us a showing of better than 90% of our schedule. The volume of sales registered in the smaller towns embraces a new high record mark.

Due credit must be given to the farm paper advertising. All agree that the standards registered in the small towns during the year 1921 must never be lowered either in point of distribution or in selling the volume.

Though no bulletins were published this year giving the number of new customers secured by each individual salesman due to the fact that we had so many other bulletins, still a very careful check has been kept on this important part of our sales work and the number of new customers recorded shows an even greater percentage of increase this year over any previous year. Furthermore, our records prove that the

great number of new customers that were won over to the Calumet fold during the crucial period of 1919-20 when we were practically the only baking powder manufacturer filling our orders, have been retained. We consider that this is a splendid testimonial that the Calumet product gives satisfaction to the consumer and the Calumet policy wins the admiration and support of the dealer.

Eighty million pieces of co-operative advertising in the form of Kitchen Reminders, School Tablets, Recipe-Paper Bags, Calendars and Twenty Lessons in Domestic Science Literature were furnished to the dealer during this year on orders of Calumet sold by our sales force. This tremendous force was designed and used solely for the purpose of helping the dealer move his stock of Calumet Baking Powder from his shelves and to help him increase his business.

It was only a few years ago that we adopted the plan of selling pool and straight cars of Calumet to the jobbers. Our increase in the number of cars sold this year as against the record of a year ago, shows 80%, proof that the plan is a big success both for the jobbers and for Calumet. The saving through this quantity handling enables the jobber thus buying to realize a larger margin of profit. Our record of carloads sold for 1921 is setting "some mark" for the following years to shoot at.



J. L. GALLAGHER



The demonstrating crews blazing the trail for Calumet through virgin fields placed this wonderful product in approximately 500,000 homes during this current year. This means 2,500,000 people will enjoy tasty and palatable bakings now that they never experienced heretofore. Our invading army of house-to-house demonstrators is ever moving onward slowly but surely, covering the ground thoroughly, adding new territory.

An increase of over 60% in the sales through dealers of our 5 and 10-pound packages were made to the hotel, restaurants, bakeries, as well as public institutions, including dining-car systems. The number of prize winners on our sales force for selling 5's and 10's this year proves the popularity of selling the institution trade. "Single Can" buyers established today prove dozen buyers in a short time.

In our export departments we have during the current year sent Calumet to every quarter of the Globe. The Indian Nabobs now enjoy modern cakes and pastries prepared by the Indian Brand Calumet. South America as well as South Africa, the West Indies and Europe are gradually learning of Calumet's efficiency and economy. Even the little island of Samoa now imports Calumet in fair size lots and is interested in the using of Calumet as is evidenced by the inquiries for Calumet Cook Books.

The division managers who have so ably directed, assisted, trained and developed the salesmen are entitled to a lot of credit. The sales managers working both inside and out, helping the men out on the fringeline with words of counsel and good cheer have played a big part in bringing about the wonderful achievements secured in 1921.

We are indeed proud of the results of the past year.

The Romance of a Great Idea

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employment. You must sow before you can reap and you must learn before you can earn; there must be giving out before there can be taking in. Which is but another way of saying, you serve to earn a reward. Don't worry about the reward, it will take care of itself and will be just exactly in proportion to the amount of service you render.

You don't think that is true? If you do not, I shall not be at all surprised, because there are about ninety-three per cent of the world's population that do not believe that, either.

On the other hand, there are seven per cent who have learned that the law of service and reward is a definite and fixed law, and the seven per cent constitute the minority class of *leaders* and the others the majority class of *followers*.

Fortunately, success is a matter of the individual and no one can compel you to believe; it is a who-so-ever-will proposition. You can accept, have faith in, and use natural, fixed laws and become successful or you may not believe in them and suffer the consequences.

I am trying to prove to you that such laws exist and that certain principles are pragmatic—they *do* work—and I seek to supplement what I write with concrete examples of really big and successful men who are living examples that give testimony to such laws and principles.

As a unit we are improving; in the last ten years, and particularly since the war, two per cent of the follower class have stepped up and into the leader class. Notice the young men who have broken away from the crowds and begun to search diligently for the secret to success, hitched their wagon to a star (Schwab, Gary, Reynolds and others) and will, in the not far distant future outshine the star.

This is possible for all, but accomplished by few; yet even that is encouraging.

The present generation owe a deep debt of gratitude to successful men like Warren Wright, who are willing to cut an hour's slice right out of a busy day, in order that he might send out a word of advice and a message of encouragement to those of you who are striving to make your mark in the world; to him it will not mean one iota of monetary reward, to you it can be the means of starting you on the road to success. Therein lies our reward.

Who will say that Warren Wright, like Schwab of enthusiasm-inspiring fame, was not earned title as "A Developer of Young Men"?

I asked Mr. Wright what Calumet folks thought of, or had to say, about competitors. In answer he presented me with an attractively covered little booklet bearing the title, "What We Have to Say About Our Competitors." In all my experience I have, with but one exception, never seen anything like it, the exception being when I bought Elbert Hubbard's "Essay on Silence," a neat, leather-bound volume of blank pages—containing not a word! Great wisdom that!

I could write pages describing the many things that impressed me as I toured the five floors of that vast Calumet plant, covering an entire city block.

The extensive ventilating systems are as modern as timely inventions and human skill can make them and no effort or expense has been spared to make it the best lighted and most sanitary institution of the present day. This is further evidenced by the fact that although the writer wore a blue serge suit on this tour, my clothes did not require brushing when, after an hour, the trip had been concluded. A most unusual, indeed a wonderful, fact, in a factory making such a product.

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Those who ply the sea do not carry the winds in their hands.—Cyrus



Pass In Review

By A. F. RADER, Sales Manager

THIS is our "Victory Day." Let's gather then, from far and near to see the victorious Calumet Legions pass in review! March by with swinging stride!

Our allies have the position of honor! Hats off to the distributors of our product, both wholesale and retail!

Here's health and wealth to the jobbers who have worked hand in hand with us to make our achievements of 1921! And to their fighters at the front—the jobber salesmen! And let's express our appreciation of the help of every retailer and every clerk who worked for Calumet 1921 success by featuring Calumet—by displaying it on counter, in window and on "lower shelf."



A. F. RADER

Next let's applaud our co-workers in laboratory and factory — and "munition-makers," who by day and night so effectively guarded the purity, uniformity and quality of Calumet. We could have accomplished nothing without their unceasing and efficient work!

Now pass, you 100 Pointers!

Men, we're proud of you!

Your indomitable will and courage turned seeming defeat into the most glorious of all Calumet years! Your August and September drive was most spectacular! Your orders rolled in *by the carload and for carloads!* Only real salesmen, only *fighting, smiling* salesmen could have accomplished so much!

But, as in every triumphant "home-coming" procession, there are vacant spaces in the ranks! For one moment let's consider them! Here's the best of luck to those who are missing from the files today—here's to each and every one of those who made *sincere* though unsuccessful effort to "carry on"!

We have always been proud of our sales organization. It has always been great, but today we are adding *faith* to our pride. *We believe in you!* Today we are not worrying what the future holds for Calumet.

We are rejoicing together because we know the *power* within you! You've had your baptism of fire! You are best by test. You've been tried and not found wanting!

May I pay a personal tribute to the men of my division? I could not possibly do justice to their *deeds of salesmanship*. I have spent days with each one of them out in the dighouts and trenches! I have marvelled at their resourcefulness, their alertness and their *courage*. As I have lived with these men, I *know* them. They are Calumeters, through and through!

And, therefore, I decorate them with that badge of honor, of "conspicuous bravery under fire—*Calumet 100 Pointship!*"

Gregory quotes Robert Hall, as saying: "Call things by their right names . . . Glass of Brandy and Water! That is the current but not the appropriate name: ask for a glass of Liquid Fire, and Distilled Damnation."—Gregory

The Romance of a Great Idea

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Ever notice the little details when opening a new can of "You Save When You Buy—You Save When You Use" baking powder? It costs a few pennies additional to furl the top of the can so as to eliminate the danger occasioned by cutting of fingers on the sharp edge of the ordinary can, also reinforcing the can so that it will not bend so easy in being used as a vessel in the kitchen. Little details, yes; maybe never noticed, but you unconsciously realized the advantage. Same thing. Just the Calumet way of giving the customer more than he paid for.

Each can of "Calumet" contains a little "Essay on Thrift" placed in the top just before the can is hermetically sealed with the label that caused Mrs.

Jones' little boy to ask the grocer for the can with "The Indian Head" on it.

As a suggestion of volume, carload after carload of Calumet Baking Powder, sufficient to supply about one-third of the entire world's demand, leaves the shipping platform every round of the clock.

We need not mention chemical composition; it's printed on every can. I can say, however, that each ingredient is exactly proportioned, being accurately weighed within one-thirty-second of a pound. This insures every can being identical.

Further precaution is taken in that samples are taken from the mixing drum to the laboratory, where the *cold water test*, already well known to users of this

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The Thrills of 1921

By E. G. ENGEL, Sales Manager

AT THIS season of the year, with the New Year but a few hours away, we become reminiscent and review past events, at the same time wondering what the New Year has in store for us.

In thus reviewing events during 1921, it fills me with pride when I think of the wonderful progress we have made. It thrills me when I stop and think of the stride made by our wonderful organization—it thrills me when I think of the records established by our fighting sales force, who have fought and won the battle, overcoming the greatest obstacles, winning out despite conditions and competition.

Their's was no easy task when they started out in January of this year. They not only had to fight the battle of competition, but, had a bigger battle, as first of all they had to restore confidence in the trade. They had to enthuse the trade and instill new confidence. They had to spread optimism and overcome all the demoralizing influences that usually accompany a period of depression.

They so inspired the business world by their enthusiasm and confidence, that they not only turned in the world's biggest baking powder business, but were pointed to by other business concerns as the living example of what courage, confidence and enthusiasm will do.

It thrills me when I review these accomplishments and makes me want to proclaim them from the house tops. And, what is it that has made the Calumet organization the peer of its kind in the business world? IT IS THE CALUMET SPIRIT!

The Calumet spirit is best illustrated in the story of the three masons, who were working on a cathedral.

They were asked what they were doing, and the first replied, "I am laying bricks for \$5.00 per day."

The second answered with a little enthusiasm, "I am laying these bricks, seeing to it that they are laid right."

The third when asked the same question, replied with a great deal of enthusiasm, "I am helping to build this wonderful cathedral."

The third mason had the real Calumet spirit, and it is that spirit which has made Calumet the world's largest. That indomitable spirit which dominates us and helps us to make Calumet a great American institution.

It was the Calumet spirit which enabled District Sales Managers Stone, Kroeger and Wilson to smash all previous records. It was the Calumet spirit which made Curry win the "distribution and advertising" prizes.

It was the Calumet spirit—the "never say die"

spirit—which enabled Wickenberg, Dailey, Gorman, Dalsheimer, Kidd, Napier and other old timers to show wonderful increases. It was this same spirit which inspired Carlson, Reiff, Ihrer, Higginbotham, Parker, O'Shea, Brodel, Plunkett, Tackett, Young and other rookies with the determination to beat the records set by the old timers.

It was the Calumet spirit which broke all carload records in this division. It was this same spirit which made sales promotion business the biggest ever. It was this spirit which broke all sales records.

It is the Calumet spirit that inspires the greatest selling organization and fighting aggregation of its kind, with the determination to overcome all obstacles—and speaking of obstacles, remember that it is by overcoming them that we grow bigger. Overcoming obstacles brings out the best that is in us. It makes us bigger and better in very way.

When Calumet first entered the baking powder field there were countless obstacles to overcome, yet each time there emerged a bigger and stronger Calumet. The same applies to us as the Calumet spirit will enable us to overcome all obstacles.

It is the Calumet spirit and the successes it has inspired that has thrilled the business world. Countless editorials in newspapers throughout the country attest to the admiration the Calumet spirit has won. These editorials have thrilled thousands of readers with their inspiring message of the Calumet spirit.

It is the Calumet spirit that will enable us to conquer the world, not in the sense that the word "conquer" is usually used, but in a way that will enable housewives to have more successful bakings and in that way we will render a distinct service to mankind.

1922 with its tremendous possibilities is upon us. The Calumet organization with its wonderful sales force, fired by the Calumet spirit will make 1922 the biggest in our history.



E. J. ENGEL

'Tis greatly wise to talk with our past hours — Night Thoughts



Chicago and Illinois

By W. H. SIZEMORE, Sales Manager

THINKING back to January 1921 I am reminded of the modern manner of building a giant skyscraper building. Once we wondered why the builder put up the steel frame work complete often times even before a single story is even partially finished. The question is answered by one single word—confidence.

Imagine the surprise of one of our forefathers if he could see the brick masons, carpenters and painters actually finishing the roof and the twenty-fifth story of a modern office building before anything was done on lower floors. We all remember the days when the building was erected by completing the first story then the second, third and each succeeding floor, until finally the roof was put on to complete the job.

Like the contractor who has supreme confidence in the bed rock foundation and therefore puts up the immense steel frame work without a single fear, so did the good business man look ahead during 1919 and 1920 and build a sturdy foundation for 1921 business by concentrating on Quality, Service and Satisfaction, regardless of the fact that supply was never equal to demand during the years of riotous buying.

Calumet believed that the great city of Chicago, and Illinois, the home of honest Abraham Lincoln, would patronize any concern who kept the public confidence and lived up to the ideals expressed by Lincoln. Never was there a time when the Quality was more sacredly guarded; never has this company put forth greater effort toward helping the dealer than during the year of plenty when orders came so fast we could not supply the demand.

While many concerns laid off salesmen, curtailed advertising and even cut Quality, we looked steadily ahead with assurance that the public would fully repay any man for honest endeavor. Results prove the contention that right always wins over any plan that does

not provide for honest value to consumer, retail and wholesale dealers. A recent survey, taken by an organization that takes nothing for granted, shows Calumet supplies more than 50% of the baking powder used in the city of Chicago.

The same rule of square dealing permeates this organization throughout, therefore our salesmen receive due credit for the magnificent part which they have played. We refer with pride to the Chicago and Illinois men and especially to such old timers as F. N. Danforth, 15 years on the Calumet sales force; Wm. V. Parker, 10 years; C. R. Howorth, 8 years; J. G. McFarland, 9 years; Jack Zano, 9 years, and the rest of our sales force who have proven their loyalty by honest effort although the time of service varies from six months to four years.

We honestly believe that a house may have the best goods, the greatest advertising and the best service—however, its product is never properly represented except by real salesmen who take pride in their own appearance and manner of representing their institution. Calumet uses the most skilled people and the very best material, at the same time sparing no expense necessary in keeping machinery and equipment up to date. Therefore we must have the highest type of salesmen in every territory.

The average buyer is a busy man, his time is well taken up and the salesmen who travel around can always pick up new ideas, excellent selling helps and suggestions for the good of the customers. Every salesman should be a source of valuable information, thus making his visit a welcome occasion by the busy merchant who always appreciates worth-while information and suggestions. The good accomplished by Chicago and Illinois representatives should be an inspiration to every Calumet salesman. Know your line—knowledge creates confidence—confidence builds power and power means success.



W. H. SIZEMORE

Think well before you clothe your thoughts—man and his handiwork decline and rot but a word has eternal life.

Listen! The English language is a gold mine—and it is free for all, but the big nuggets lie deep and only the persistent miners ever strike a find. It is never too late—now is YOUR time. Stake a claim and make a name.

The most severe beating any man ever received was to be whipped with words. The prize fights of tomorrow will be on the rostrums of our educational institutions and the gladiators will use only words as weapons.

Proclaim a word to the world until it becomes a by-word for a human need and you can make that little word worth millions.

My appetite comes to me while eating—Montaigne



Shunning the Slumps

By J. C. LEWIS, Sales Manager

NINETEEN-TWENTY-ONE, now closing, will be counted by a great many as the year of the big slump. This is true with individuals as well as with firms. It is my good fortune to belong to a concern whose business has increased right along without even hesitating in times of stress, and that also enjoys the distinction of being classed the leader in its respective line.

This has been the best year's business in our entire history, and we are counting on making next year better still. From the man highest up, down to the advertising boy who carries the Calumet banner, we don't believe in slumps; so instead of laying off salesmen and cutting down our sales force, we have followed a reverse policy and have yet to reduce a single salary.

Naturally, more salesmen mean more sales. Better salesmen mean better sales. Our plan has been to rehire the fellow who has merely gone stale during the easy sailing of 1920, giving him a full-size, man's chance to prove his worth as a fighter under the stressed conditions which have continued throughout during practically all the year. Those who have shown the right qualities have been retained. The weak ones have joined the ranks of "salesmen in name only," most of whom are on the waiting list for employment. Unemployment among salesmen seems to be a seasonal occurrence. At any rate, it is not unusual for this time of the year. During the years that I have been in the selling game, I can't recall a December but what we were swamped with applications—usually men coming from firms who had failed to weather the slump and had been forced to retrench.

It is bound to be a source of consolation to the Calumet hundred-pointer that he can look back over the record of his house and remember that no salesman ever lost his position because of a slump. I often wonder if we appreciate the real value and security of a Calumet connection, where the "go get 'em" spirit is a guarantee against almost every hazard which the average salesman must carry. I am sure the old-timers appreciate that baking powder is an essential and that Calumet Baking Powder is an absolute essential to every well regulated household. The other essentials that are necessary in order to avoid the to-boggan are in the keeping of the salesman himself.

1921 has added another incontestable chapter as to the ability of this company to go ahead. All of us know the great handicap which "something wrong at home" means to the salesman on the road. It must be a nerve-wrecking task to represent a pessimistic outfit whose every move shows a lack of confidence—burdening a lot of worry on the salesman instead of inspiring him with enthusiasm. So it is practically an impossibility for our salesmen to invent an alibi. Their firm, their fellow salesmen, are all going ahead with bigger and better records every year. Consequently an individual slump in sales merely eliminates the individual who is not able to keep step with the organization whose record for more than thirty years fails to register a single period of depression. All years look alike to Calumet. Visualize its success, and you can't point out "the year of the panic," nor can you locate the strikes, wars, or any other condition which many houses point to as the saving circumstances justifying the slump which overtook them. It is just as true that a review of the individual



J. C. LEWIS

records of our salesmen shows there is *no lack of improvement for the hustlers*. It doesn't matter whether money is plentiful or scarce, selling hard or easy, the weather hot or cold—they recognize that ninety-nine out of every hundred have money to spend and that fully one hundred per cent are eating three times a day. Our Southern salesman can be called "slump-proof" because he is immune to discouragement. He knows that what the average dealer calls hard times now would have been called good times a few years ago—that the farmer's discouragement is not that he is broke, but that he recently had so much. Best of all, he knows that his product is consumed three times a day. People everywhere eat food—they don't eat money. Nothing daunts him. That's why the Gulf Coast Special and the Cotton Belt Special set the pace in the recent Sweepstakes event.

Right here, I want to express my sincere thanks to the division managers and the splendid salesmen who have produced increased returns in spite of the depression which has prevailed throughout the cotton and rice growing states. I appreciate all you have done in 1921, and extend to you my heartiest wishes for a prosperous 1922.



How We Figured It in 1921

By C. F. KEENE, *Advertising Manager*

THAT was the year when many manufacturers laid down, threw up their hands and waited for things to brighten up and come to them. Did we? We did not.

With the foresight and energy that has always characterized Calumet plans and policies, a larger and stronger campaign of advertising was originated to exactly cover and overcome present conditions and you were given more help and assistance than you ever had before.

Real advertising is not to help you sell the dealer—it is primarily to move the goods on the dealers' shelves—it makes for quick turnover and thereby greater opportunities for you. How well you have taken advantage of the opportunities created is best told in your sales.

The total volume is a credit to you and our advertising. No one questions the power of advertising to economize, intensify and broaden salesmanship. It does the work which would consume your valuable time and enables you to concentrate upon what you are best fitted to do.

Realizing the position of the retail grocer our campaign was designed not only to move Calumet from his shelves but to make his position clear to the con-

sumer and relieve him of the odium of being termed a profiteer.

How well this succeeded is shown by the unanimous endorsement Calumet received at the hands of the National Association of Retail Grocers and many state organizations of our distributors.

Let's get down to figures:—

The 1,000 daily papers that carried Calumet advertising reached 13,170,206 city and small town homes. 6,576,859 farm and village homes were covered by the 51 farm papers we used.

Electric signs, 24-sheet posters, painted walls and bulletins all added to the general effectiveness of Calumet's program.

In brief, every home in our territory received the Calumet story of better bakings through one or more of the mediums named above and as a result—

The demand for Calumet increased.

The increased turnover made many openings for you and assured you a warm welcome.

So we made an investment—one that guaranteed a satisfactory return—in fact, we made bad times good—changed the tendency to minimize purchases to a constantly increasing demand for our product and consequently an increased sale of all baking ingredients.

Always consider advertising as an investment. It is easy to give many instances where the owners of trade marks would not sell their rights today for all that has been spent in advertising them, though the cost of this advertising has been charged off each year and justified by reduced selling expense.

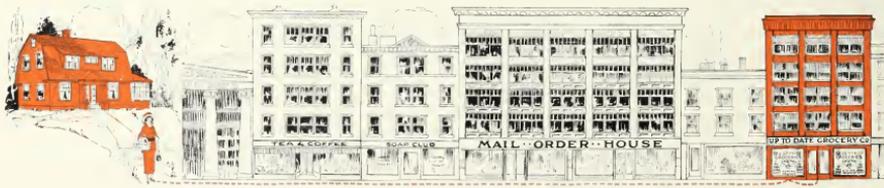
1921 was the acid test of advertising as it was of salesmen and there has never been more conclusive evidence of the power of properly prepared and applied salesmanship and advertising than in Calumet's record for 1921.

Records, you know, are made to be broken. " 'Nuff sed."



C. F. KEENE

Angling is somewhat like poetry, men are to be born so.—The Complete Angler.



Sales Manager Gallagher Makes Them Pass Up the Tea and Coffee Store, Soap Clubs, and Mail Order Houses



Production Plus

By T. J. BRYAN, *General Superintendent*

BEFORE singing this paean of progress, it is well for each one of us to determine exactly where he stands. Where he stands today with reference to his position one year ago, will show his progress, or lack of progress. It is not so easy to be exactly sure where one stands; we may determine this standpoint from a false basis.

Our relative positions cannot be measured entirely by dollars and cents. We must consider our capacity for work; our capacity for the particular kind of work for which we are engaged, and if we can do more of the kind of work that is expected of us, we have made progress, irrespective of whether there has been a commensurate increase in dollars and cents. But the capacity for work of the kind for which we are engaged does not necessarily measure our progress, unless with this increased capacity, we have the energy and zeal to apply the new found powers to the ends desired.

If the tendency to slight work has increased; if there is less dissatisfaction with having just gotten the order and not really "selling" the man; if we are content with the reports on paper which can be sent into the office, rather than lasting impressions made on the man in the store, we may feel like singing triumphal songs of progress, when there is really need for self-contempt, and a new start in the right direction.

It would be very much out of place at this time to mention the individual's progress, if it did not mean so much to the whole Calumet Company. Unless its men in all departments are growing all the time in ENERGY, ZEAL and CAPACITY, new blood must be imported, or the business will go backward. The very fact that the business as a whole is going steadily forward, means that the individuals have grown, on the average. If we are going to measure progress, let us look once again at the mark at which we shot, and see how far short thereof we fell that we may aim truer in the coming year.

The advertising department advertises Calumet. The salesmen sell it, and then it is up to the factory to deliver the goods. Has the factory made progress in doing its part of the work? The answer is an emphatic "YES." Goods when ordered are being delivered promptly on the dates requested. This is a marked improvement over some experiences of the past four years, and this change has been made possible to a large

extent through the broad policy of the heads of the firm.

Many times in the past, it was necessary for the factory to close down because we could not obtain the necessary raw materials with which to make the baking powder. In the past year the firm has bought and taken over the Superior Chemical Company where the phosphate and alum used in Calumet are made.

We are thus assured of an ample supply of these two raw materials, as we never have been in the past, and shutdowns from lack thereof are not likely to occur in the future. A shutdown not only makes it impossible to deliver the orders on hand which should have been put up during the time the factory was closed, but delays the orders for many succeeding weeks and perhaps months. This, we trust, will never happen again. The addition of new machinery to our already well-equipped factory, together with the changes from wartime labor conditions, makes it possible for us now, during the day, to put up as much baking powder as we formerly put up under the lax conditions of labor and without that machinery, by working not only during the day, but up to twelve o'clock at night. People in the factory have not only shown renewed zeal in the work, but increased capacity for speed in the handling of new and intricate machines.

As a result of all these changes, the manufacture of Calumet Baking Powder is speeding along with the regularity of a clock. The care exercised in its manufacture, its freedom from the touch of the human hand, and its perfection, strength and purity are guarded as never before.

If you can't sell Calumet what CAN you sell?



DR. T. J. BRYAN

If you are expert in wordmanship, you are equipped with the most powerful weapons and the most useful tools in the world. If you are a master at talk, you'll never balk.



Retrospection—1921

By E. E. BARNES, *Manager Adjustment Department*

RETROSPECTION, it has been said, not only brings a realization of what has or has not been accomplished, but because of this, it aids us in the formulation of ideas as to what we may achieve in the future. It is true, too much thinking over the past might not prove helpful if it brought recollections of unpleasant happenings. Most of us like to look ahead, to anticipate, and we like to do it hopefully. And to this end a backward glance, a review of what has gone before, is very much worth while at this time, for the year as a whole has been good, and prophecy, so they tell us, is really but history foretold.

The political orator in making his prophecy "points with pride" to the accomplishments of his party in the past, whereas his opponent of the opposite faith "views with alarm" those same conditions and looks to the future with much less confidence. Continuous handling of adjustments might seem to have a tendency to create a pessimistic attitude, but I am not at all disposed to be alarmed as to what is to come because of what has occurred during the last twelve months. On the contrary, I believe we are fully justified in feeling somewhat proud over the achievements of the year.

In any business, difficulties arise from time to time in connection with sales and shipments—misunderstandings occur, and when they do a prompt and proper adjustment is absolutely necessary. Some one, somewhere, made the remark that in business life we expect results and we get consequences. In this department we deal with these consequences; it is our function to come closely into touch with them and our duty to develop them into satisfactory results.

In fact, the Department of Satisfaction might not be an inappropriate name for this particular division of the work; for we sometimes have to take hold where the salesman has left off—finish what he has started, if because of being over zealous or worse, he has not done his part as he should. We seek to re-establish confidence, that element so essential to every trans-

action if there is to be a feeling of complete satisfaction on the part of the dealer. Perhaps we cannot rightfully be termed the creators of satisfaction, but at least we are the restorers of it. At the beginning of this year an unusual situation existed, being the aftermath of out-of-the-ordinary selling and shipping conditions of the previous months. Merchants had, or felt they had, cause for complaint, and they told us so, the very thing we wanted them to do, thus opening the way to a frank statement on both sides and thereby ultimately bringing about a mutually satisfactory adjustment.

In conducting this adjustment correspondence we have ever kept in mind our well known policy. It is said that policy is the means to an end—it is not the end itself. I have read that conditions make policies and that policies are made to meet conditions. Calumet policies, however, are not made to conform to conditions. All of you know that our policy always and all ways is "For the Dealer." And this, at the very start, includes the making of the sale.

Harriman, the great railroad builder, said, "Many spoil much good work for the lack of a little more." Don't let this be true of you, but when you have closed what you consider a good sale, remember the Calumet policy and be sure that you have gone all the way with the dealer, that by no chance have you left any opening for him to get a wrong impression of the deal—make sure that there will be no "Consequences."

As we review the year we realize that you men on the road have done your part well. We, on the inside, have tried to help. And because of this working together, this co-operation, Nineteen Twenty One has been a good year. Because of it, also, we are confident that Nineteen Twenty Two will be even better. Therefore, having in mind this splendid feeling of co-operation and good fellowship, this department sends you with the biggest and best feeling of all the years its most hearty wishes for a Merry Christmas and a Happy and Prosperous New Year.



E. E. BARNES



Second Thoughts

By E. B. DOTY, *Comptroller*

THERE is an old saying that "Second Thoughts are Best." That is why someone checks over the orders we receive, why credits are scrutinized, why checks are audited before payment; in fact, why we have an accounting system.

To one who thinks of accounting as merely keeping a set of books, it would be a revelation to study the accounting system of a big corporation like ours and to see how far out it must reach to acquire the information we must have before we can satisfy ourselves that our accounts are correct.

A completed financial transaction is from cash to cash. That is, if you buy something to re-sell it to make a profit, the exact profit is not known until you have paid the vendor and your customer has paid you. Until you receive your pay, you do not know if you are going to make a profit at all; for if your customer does not pay, the result to you is a loss. If he returns the goods or makes some deduction from his payment to which he is not entitled, your profit is reduced accordingly. As you probably have figured on a certain profit, your calculations are thus affected by the "other fellow." If your purchases were all cash and your sales all C. O. D.—and you sold and delivered every day just what you purchased that day—you would need no books of account, as your cash would tell you just how you stood. But if you wanted to compare today's purchases (or sales or profits), with yesterday's—or this week's with last week's—you must keep records. Then some customer must have until "tomorrow" to pay, or you buy more than you can sell that day, so you have "Accounts Receivable" and an "Inventory."

And so your records and accounts and books grow as your business grows and you find that you have an accounting system which tells you what your business is doing.

Our accounting system is our "Second Thought."

If our sales are less than we thought they would be, it shows on the books; if we are buying too much, it is apparent; if our expenses jump, it points to the reason and if our collections drop off, it tells us where to concentrate our efforts.

Every transaction is, sooner or later, translated into dollars and cents and put on the books, and all this data flows through the accounting system—as blood flows through your arteries—and enables Mr. Wright to put his finger on the "pulse" of the business.

The Calumet accounting system has grown with the business, but this year we have revised it to cover our expanding interests.

Our aim is—first, accuracy; second, completeness; third, speed.

We are going into more detail than ever before, so that we can check every penny of expense to see

if it is justified by results. All our payments are checked and audited before the checks are mailed, to insure accuracy. Reports that were formerly prepared on the twentieth of the month, are now ready on the tenth.

We do not claim perfection, but we mean to keep step with the "live-wires" of Calumet and be as near the head of the procession as it is possible for an accountant to be.

Contact with the high-powered Calumet organization supplies all the incentive needed to do our best.



E. B. DOTY

The Romance of a Great Idea

Continued from page 16

product, is made. Calumet folks explain how any housewife can make this test in her own kitchen. Try it out, as I did, when I arrived home after getting this story. An interesting experiment.

I could mention some mighty interesting facts about the bakery and the laboratory, and how no effort is spared to retain the "Absolutely Pure" slogan. I might even go into details and tell you about the

delicious biscuits, the savory pies, and the luscious "Angel Food" that awaited me when I concluded my visit with the baker.

No doubt I should describe all that, but this is a story of The Romance of a Great Idea, and one wherein initiative plays a dominant part.

All things are simple in their final analysis—are you a person of INITIATIVE?

Money alone sets all the world in motion—Pibillius Syrus



Looking Backward

By V. I. CHINLUND, *Manager Collection Dept.*

WE are all familiar with what happens at a revival meeting: The convert gets up and makes his little testimonial—a confession. When “CALUMETERS” get together for a revival the story is quite different. Instead of confessions, *quite the contrary*,

quite the contrary, and rightfully so. There aren't many organizations who can get together today and exchange reminiscences with such pleasure as the Calumet selling organization can. The mere fact that we are bold enough at this time to use the title that you find on the front of this book, is another mark of confidence in the grand organization of which you are a part, and it makes you all the more proud to be a member of an aggregation of that kind.



V. I. CHINLUND

“Looking Backward”—That's a pretty big subject with plenty to talk about, but as a matter of fact it isn't always so easy to be a historian. Ordinarily a prophet has the easier job of the two, because nobody can prove that your predictions are wrong. Of the two, however, the historian is of far greater value to society. 1921 is now nothing more than a memory, and it's the “wise boy” who profits by the experience that he should have gained in the more recent past. Each one of us should let our memories and experiences combine in making a record—a book, so to speak, and have written therein indelibly those things the repeated reading of which will help to make us better and stronger—stronger mentally, physically and morally.

We are all united in stating that the year 1921 has been “Some Year.” Every man in the selling organization ought to pat himself on the back for the showing that CALUMET has made in spite of the unusual conditions that have prevailed. However, even the “top-notchers”—the 100 pointer—undoubtedly can call to mind instances where a better sale might have been made. There isn't a man among us who hasn't made some mistakes, and the thing to do is to *PROFIT* by those mistakes, and be a better man—a better salesman because of the experience received.

You salesmen have all received a thorough drilling and all realize the importance of making a “*PERFECT*” sale. You will all admit that the order-taker is a man who merely gets the name on the dotted line, but it's the real salesman who makes a sale that can be called a *sale*. When you sell a man properly you are co-operating with every department in the business, including the credit department, and a sale is not 100% perfect unless made so thoroughly that the customer *REMAINS SOLD*. He must stay sold until the shipment arrives—the goods placed on the shelf—disposed of—and he must be thoroughly sold up to and including the time when he makes his check in settlement of the purchase. It is very apparent that most of you have done your duty pretty thoroughly in that respect, the best evidence of which is the small percentage of bad debt losses that we have sustained in the past twelve months.

Let us not make the mistake of permitting the wonderful results attained lead us into a feeling of self-satisfaction. We have every reason for being proud of previous marks, but let us not blunder into a state of complacency—rather let the result of this “Looking Backward” spur us on to even greater efforts—let it be an incentive to a degree of even greater enthusiasm and efficiency—greater efforts, which are bound to result in greater attainments. Let us aim high and shoot straight. Let each one of us say that he is going to be as good in 1922 as the best was in 1921. “Let the record made by the 100 point ‘top-notcher’ in 1921 be the record of the ‘tail-ender’ of 1922.” *YOU CAN DO IT!*

Words are missionaries with which you may explore the realms of tomorrow. They fly into the darkness of the future and return with their message of fortune.

• • •

Awake! The power of words is only equal to the power of thought that promotes them. All words are vain without the brain.

The success of every business hinges upon the character of the words that constitute the “points of contact” between the house and its customers and prospects. About 80 percent of these “points of contact” are made by letter and every one of them makes some kind of an impression—remember that! Also remember that every point of contact is an opportunity to create good will.

Sigh'd and took'd and sigh'd again—Dryden



Twenty Years Ago

By S. C. SHEPPARD, *Manager Order Department*

TWENTY years ago the bill clerk and yours truly constituted the order and the record departments. We two, at that time, represented two-sevenths of the entire office force.

So it is next to impossible for some of us who have been connected with our organization for so long a while to begin "looking backward" without letting our thoughts travel back quite a ways. It is not the good fortune of every man to be connected with a concern like Calumet and it is the privilege of only a very few to have been connected with our up-to-date concern as long as yours truly has. When you pass along from milestone to milestone, and learn from those that you pass on the way, you find a great deal of food for thought.

The progress made by the Calumet Baking Powder Company can best be illustrated by tracing the expansion of each department, and especially of this department, which, a score of years ago, had for its humble force but two members. It now has over fifty.

We were at that time located on Michigan Avenue and the entire office consisted of less than half the floor space this department occupies at the present time.

Viewing our work at that time from our present day standard, it was rather slow and roundabout, although even during that period, our growth went on with such increasing volume that it made each member of the department (both of us) as well as the entire force (the other five) exceedingly busy.

Twelve to fifteen orders per day was the average and it was the talk of the week when we hit an average of twenty-five—less than one salesman's sales for one week nowadays. There was no necessity for billing or adding machines or comptometers. Everything was written out "long hand" and sometimes recopied.

The foundation was laid at that ancient period for our recent activities and we built well. The three main details of the department being the filing of letters and orders, both futures and immediates, the registration of

orders and the customers' records. The files were very simple, the divisions but few and we have merely extended the original plan by adding many multiples of the twin division of our 1901 layout.

This is also true with the registering of the orders and especially the filing of them. We have tried often to improve the method, change the system, but we have always reverted to the simple method planned a decade ago.

Equally as important were the customers' records, which not only inform us how and when a customer bought last, but the total volume of sales per town, the description of orders. This record prevents the duplication of shipments.

Looking at the order department today, with its fifty or more employees, as they are at their various tasks, one can hardly imagine that it has grown so rapidly.

Considering that we have not yet covered the United States and being mindful of the possibilities of this country, we can see no limit to the future volume and growth which the order department will be called upon to assume. Quick and efficient delivery of the goods and the completion of the orders taken by the sales department will be our constant aim.



S. C. SHEPPARD

Calumet Savings and Loan Association

President A. S. Gardner furnishes figures which indicate that great headway has been made by this Association during the year. More than three hundred members built up a Christmas fund of approximately \$20,000, which was distributed on December 15.

The employes elect their own officers and manage their own finances. The Company sponsors the thrift movement

by supplying various forms of entertainment monthly and assuming the cost of accounting, auditing, and so on.

Along with other safe investments, small, short-term loans are made to members.

The Association showed an average interest of nine percent for the year—1921 rewarded the thrifty.

The very hairs of your head are all numbered — New Testament



Go To It

By A. B. "PETE" MANNING, *Factory Superintendent*

IT IS quite important that you know the exact, present condition of the manufacturing and shipping end of our business, as well as a clear picture of coming conditions in our big industry.

Now for a little sensible optimism. For years and years we have been running our factory where it required straight steering and good gas, and once in a while we ran out of gas. Necessity in this case was the mother of invention. We simply had to do what every manufacturer sooner or later has to do—find a way to get sufficient material. We were gasping for breath, trying to get enough material to tide us over a day or two. With the completion of our factory at Joilet, and the opening up of our Calumet Chemical Works, we have our first real evidence of progress, evidence for which we have been patiently wait-



A. B. "PETE" MANNING

ing, and now, instead of talking impossibilities, we are talking possibilities. Constant study of the production end of our business has enabled us to lay our doors open to the sales department. Watch us grow!

When dreams come true is very appropriate at this time.

Looking backward, the transition seems so easy, compared with what it might have been. It is fine to think that the worst is behind instead of ahead of us.

This year we have been able to handle a bigger business, and instead of the customary night shifts, have been able to turn out all the powder necessary during the day.

With the big problems solved, we look for the dawn of a new era in the history of the Calumet Baking Powder Company. Go to it, YE KNIGHTS OF THE GRIP.

Calumet House Bulletin displayed on boards at all plants

We practice what we preach

The Calumet policy has always been one of protection, whether relating to home office employees, traveling salesmen, or our distributors. It has always been our custom to encourage community building and to protect the interest of the neighborhood grocer.

Following this policy, we have avoided all forms of so-called co-operative buying. For example: We could supply our employees with Calumet Baking Powder at cost; but we prefer to have them patronize their grocer, who is just as much a part of our plant as any employee.

All department heads have been instructed to permit no class of solicitors (from within or from outside) among our employees. This rule applies to making up club subscriptions or club purchases of any and all kinds of merchandise. The only exception will be in special cases, where an old employee, here one year or longer, is entitled to receive some tribute from

fellow employees, and even on these occasions, before any such movement is started, permission must be secured from the department head in which this individual has served.

It is not the purpose of this bulletin to abridge the personal rights of any of our employees, but we do frankly want to discourage the promiscuous habit of "club giving." Under no consideration are employees permitted to present gifts of any kind to their department heads.

These regulations do not affect the individual rights of anyone, nor are they intended to discourage any exchanges of individual regard or courtesy among the members of our big organization. Instead, it is merely the desire of this Company to protect its employees against impositions of every description.

Superintendent.



Another Calumet Achievement in 1921

Peter Manning, 1:57 $\frac{3}{4}$, Was Bred By Our President Mr. W. M. Wright



Peter Manning, 1:57 $\frac{3}{4}$ —On October 1, at Lexington, Ky., gained the world's trotting championship

HATS off to our chief. Let us join the harness racing world in glorifying his momentous achievement—arise, and spiritually, if not liquidly, drink a toast in his honor.

Mr. W. M. Wright, the honored president of the Calumet Baking Powder Company, has the distinction of breeding Peter Manning 1:57 $\frac{3}{4}$, the world's champion trotter. In Lexington, Kentucky, this fall Peter Manning dethroned Uhlan 1:58 as the fastest trotter ever produced in this or any other country, his record marking the ultimate effort in the trotting speed line.

Mr. Wright, who thoroughly enjoys the outdoors, has always been a lover of hunting dogs and horses, having bred many fine specimens of both genus at his farm in Lake County, Illinois. Among the mares that he owned was a very fast and highly bred trotter called Glendora G. She evidenced intense speed in her training, but unfortunately went lame and had to be retired from the turf. Knowing her true worth and capability, had she remained sound, Mr. Wright decided to retain her for breeding purposes. In the Spring of 1915 Glendora G was stinted to Azoff 2:14 $\frac{1}{4}$, a young son of the greatest of all trotting progenitors, Peter the Great 2:07 $\frac{1}{4}$, the resulting foal proving this season to be the most sensational trotter of all time. The gelding was named after Peter Manning, who for over thirty years

has been a faithful employee of the Calumet Company.

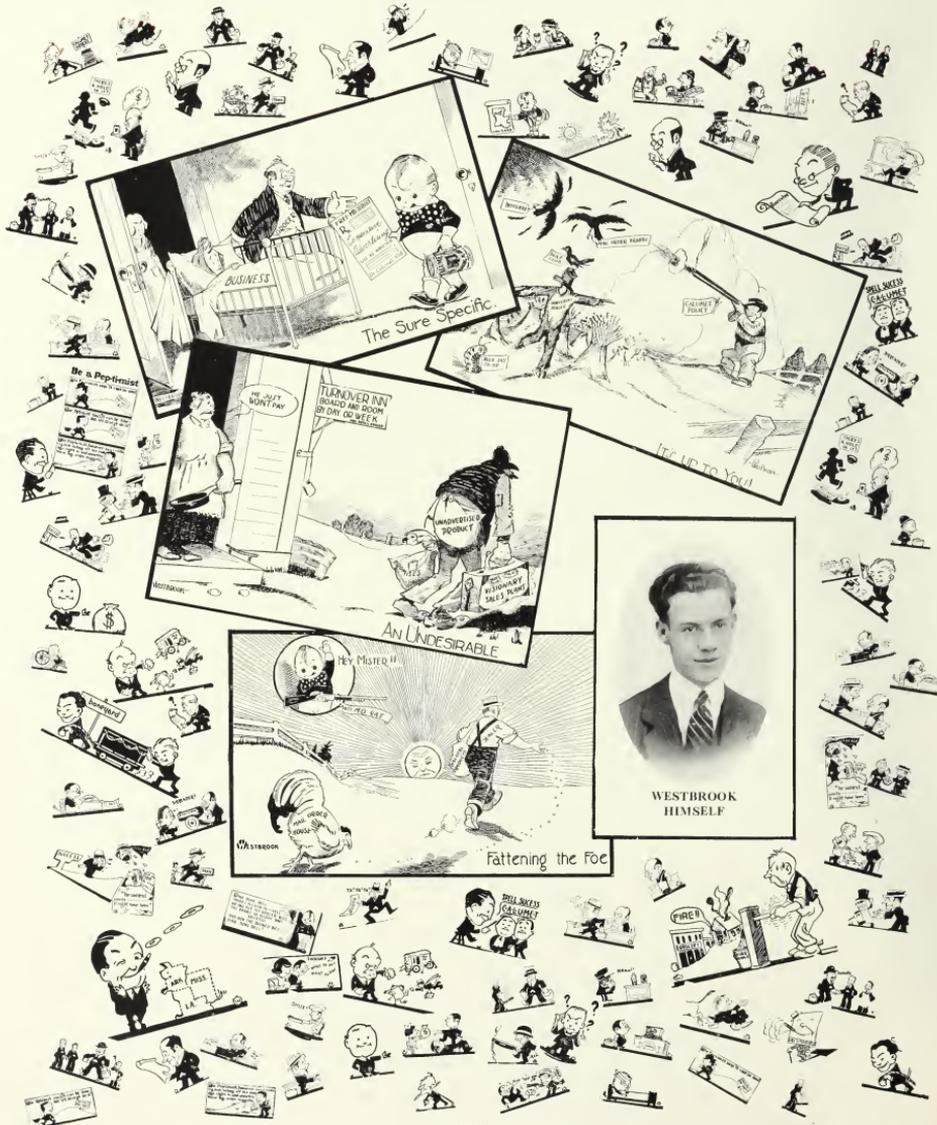
At three years of age, in the hands of Harry Putnam, who trains for Mr. Wright, Peter Manning trotted a mile in 2:06 $\frac{1}{2}$ at Lexington, the time equalling the existing record for trotting geldings of the age. This performance was so highly regarded that Mr. Wright sold the gelding to Irwin W. Gleason of Williamsport, Pa., for the sum of \$21,000, it being the largest figure ever received for a three-year-old gelding.

Last season (1920) Peter Manning was the principal money winning trotter on the Grand Circuit, earning in stakes \$25,868 with the noted reinsman, T. W. Murphy, as his driver. The present season was devoted to exhibitions, and after a series of miles below 2:00, Peter Manning at Syracuse, N. Y., in late September, equalled the world's record of Uhlan with a mile in 1:58. His final triumph came later at Lexington when he achieved the honor of being the world's unrivaled champion.

Mr. Wright still owns Glendora G, which mare, through the achievement of her son, is now rated as one of the most valuable brood mares in the world. She was bred to Azoff in July of this year and is expected to foal an own brother or sister to the outstanding champion. Let us hope that the next foal will live up to the family traditions.



Famous 1921 Cartoons from Sales Sense





THE PRIZE PICTURE - POPULAR WITH THE SPOONERS

Annual Outing

CHICAGO PLANT EMPLOYEES

Fox River Park

June 18th



BLOOMER GIRLS BASEBALL TEAM

ATHLETIC EVENTS

All of the events were held in front of the grandstand

BASEBALL

(Three Innings Indoor)
Game called at 11:00 A. M.

SALES AND RECORDS vs. CREDITS
H. T. Crosby, Capt. E. J. McDermott, Capt.
Jack Sharp, Umpire

BASEBALL

(Three Innings Indoor)
Game called at 11:30 A. M.

ORDER DEPT. vs. ADVERTISING DEPT.
C. E. Jonas, Capt. Chas. Volght, Capt.
P. J. O'Hare, Umpire



A CLOSE SECOND - THE BEAUTIFUL FOX RIVER

1:00 P. M. - CALUMET KID PARADE

1:30 P. M. - BLOOMER GIRLS vs. PINK HOSE - THREE INNINGS

BLOOMER GIRLS - Mgr. Grace Costello	
1-B. Happy Haaker	4-B. Swatter Pillish
2-B. Annette Kelleher	R. F. Baby Doll Dauer
C. Babe Ruth Beecher, Capt.	P. Smoke Ball Hansen
S. S. Hard Boiled Flint	Rabbi Switzer
L. F. Stuffy McCullough	Ben Ball Boehmer
G. F. Ty Cobb Russell	Helen Kadus

PINK HOSE - Mgr. Eddie Barnes	
1-B. Lauder Kites	R. F. Connie Evans
2-B. Box Car Stevens	L. F. Darling Dewitt
C. Toddling Gardner, Capt.	G. F. Swede Anderson
S. S. Winsome Burbach	P. Tango Hammill
3-B. Throw Knowles	

Helio Kretzer, Umpire

2:00 P. M. - THREE INNINGS REAL BASEBALL
SALES AND RECORDS vs. O. D., ADV. AND CREDITS
L. D. Guldager, Capt. T. C. Hannigan, Capt.
L. E. Butts, Umpire



Among those not present!



PART OF THE CROWD



The Acid Test

By UDELL C. YOUNG, *Joliet Plant Manager*

I LOOK back now and recall my first day at the Joliet plant and remember seeing the first layout or plan of the property in process of making. On a chilly February morning Dr. Bryan and I found John Davies shivering in a cold and windy passageway, blowing on his fingers and occasionally making faint and shaky marks on a sheet of paper; this was the layout. I look back now at that cold February morning and wonder at the many changes that have taken place and the plans and layouts that have materialized since that morning when we found John under the icicles from the water tank.



UDELL C. YOUNG

First came the days and nights, especially nights, spent in mastering all of the details of the

plants over which we were at some future time to assume control. There were flow sheets and drawings, reports of the capacities of the machines and the capacities required; yields per ton of material fed in at this and that point in the process; there were the details of all the departments in both plants where this step in the process started and ended and the reason for each procedure; why brass was used here and lead there and acid proof brick work some place else.

All of these details were transferred either to reports or stored away for future reference in the form of diagrammatic sketches of the plant and process.

At the same time, work was started on a fire protection system, consisting of water reservoir, high pressure pump, water mains and fire houses. The lines feeding one section of the plant had to be laid under ground, and here we struck our first difficulty—every foot had to be drilled and blasted, with buildings in which manufacturing operations were being conducted not twenty feet away. For several weeks it sounded as though we were digging a subway, but it was finally finished much to the relief of everyone. This was our first construction work. After getting all the details of the two plants as they were operating at the time we came, we started planning on paper the changes necessary to increase their capacities to meet the require-

ments of both our Chicago and East St. Louis plants. We incorporated in these plans labor saving machinery and machinery which would ultimately assist us in producing a product of higher quality than could be purchased from any manufacturer producing the same products as those we made at Joliet. In planning these increases and changes we had to keep always before us the fact that the manufacturing must continue while these changes were being made.

Then came the ordering of machinery, some from the West Coast, some from New York, some from Michigan; then the buildings to house it had to be designed and built and buildings in operation had to be changed to provide for the increase in capacity.

About this time we also started to build an organization which would step in when the old company stepped out. For this organization, we went to all parts of the country. A man from North Carolina, another from Utah, one from Missouri and another from Illinois. Great credit must be given them for the assistance and earnest endeavor which they have made in their individual lines of work and subsequent operation. They have at all times shown a desire to co-operate and work together as a successful organization rather than individuals, and to this fact we owe the smoothness with which the change in operating took place September 1st.

We organized an engineering department that designed every new building, changes in the old ones and the installation of all machinery. All other construction work in Joliet was at a standstill throughout the year due to a lockout of the building trades; but nevertheless in one instance we let a contract for brick work and the contractor lasted just two hours; after that we did our own designing and construction. This was just one of the obstacles we faced during our construction period.

September 1st was the date for the transfer of management. Prior to that time contracts had to be let for raw materials, and shipments started in order to arrive on time for the "switchover" and permit of no interruption in the production. When one considers that we have approximately twenty different raw materials coming in, it will be understood why this is mentioned as one of the features co-incident with the transfer of September 1st.

The Joliet plant gives us the absolute assurance of an adequate supply for Calumet requirements, lack of which has on several occasions curtailed its production.

We will not be satisfied until these are more uniform and higher grade materials in every single respect than any in the country, products beyond duplication and which will further increase, if possible, the merits of the finished product—Calumet Baking Powder.

*I will neither yield to the song of the siren nor the voice of the hyena,
the tears of the crocodile nor the howling of the wolf—Chapman.*



Preparedness

By J. R. DAVIES, *Assistant Manager and Chemist, Joliet Plant*

THE problems which were presented to us when we reached the Joliet plants, of which we were later to assume control, on the second day of February, 1921, were to master the details of the theory and principles of the chemistry and the mechanical phases of the processes, and to increase the output of the plants to take care of the requirements of the branches of the Calumet Baking Powder Company.

During the first three months the first problem took up the greater portion of our time, for the weather did not permit construction work. We gleaned information as to the chemistry involved in the processes from the technical men on the staff of the former owner, and delved into the innermost portions of the plants familiarizing ourselves with the operations. We, whose duty was later to be that of operating, spent weeks in the chemical laboratories, performing the duties of the chemists in charge. By this intimate association with the works we became familiar with all of the possibilities and ensuing changes in the operations, and the reasons therefor. This information with that obtained from our flow sheets and capacity reports gave us the foundation for the successful operation of the plants.

At the same time we were planning and building on paper the additions and changes in buildings and equipment necessary to give us the increase in production required—in one case 300 per cent increase. We soon ordered the necessary material and machinery for these changes, which were later effected.

We were always working toward the perfection of the organization which was later to assume control of the plants. As the need in our staff of technical men was felt, it was taken care of by the addition of capable and experienced specialists. From the men in the plants we were carefully picking and choosing those whom we decided would fit in with our scheme of operating the plants.

Months prior to our taking over the plants research work on several steps of the processes had been started, with the end in view of improving the quality as well as quantity of the finished material. A new research laboratory equipped not only with the necessary analytical apparatus, but with plant machinery built to laboratory scale was completed by September first. In this all problems relative to the improvement of the material, and those necessarily arising in plant opera-

tions were attacked, leaving our other laboratories free for control work.

For our products many raw materials are necessary. Decisions as to the particular material which we were to purchase, and contracts for the same, required much thought and time. When we took possession of the plants on September first operations went along without a hitch due to our splendid organization, although for three days prior to that date both plants had been down.

During the months preceding, new buildings were being erected and new, modern and efficient labor saving machinery was being installed in them. We were also replacing the old equipment with that which would guarantee required products; this being done while the plants were operating.

Shortly after September first we moved into our new office building, the first of the additions completed. Gradually the other buildings were finished and occupied, and all of our interior changes made.

Immediately on acquiring control we remodeled both chemical laboratories so that more efficient chemical control could be exercised. The watchfulness and supervision of our staff of competent chemists in these laboratories guarantee the high quality of our products.

Through our chemical and mechanical research departments we have been enabled to improve the quality of both products.

We are now operating one of the two S. A. S. plants, and one of the largest calcium acid phosphate plants, in the country, easily supplying our two baking powder factories with their full requirements. We are doing this with products of more uniform quality and greater purity than Calumet is able to obtain elsewhere.



J. R. DAVIES

He is the greatest artist who has embodied, in the sum of his works, the greatest number of the greatest ideas.—Ruskin



Lone Star Statistics

By F H REHBOCK, Division Sales Manager



HAL D. SHARP



R. G. DAVIS



LEO L. LORIG



W. Y. HOTCHKISS

As one sits at his desk thinking over the battles of 1921, one can picture a procession of Calumet Indians marching home victorious, having won the fights of their lives.

The real red blooded, honest and goodness salesman has this year come back into his own and we have all enjoyed winning. We all sympathize with the near salesman and order taker who has been forced out of the ranks because of his excuses for the lack of orders. 1921 has rewarded fighters!

It was not the salesman alone, neither was it the product by itself, but the man power co-operation of our wonderful organization that has made it possible for Calumet to do the almost impossible: Passed all sales records of years gone by!

I feel confident (and justly proud)

in stating that during 1921 Calumet Baking Powder Company stood alone in its gain in sales record, not equaled by any manufacturer of a food specialty in this good old United States.



F. H. REHBOCK

The "Best By Test" Calumet with the help of the greatest and classiest advertising campaign, has made it possible for our Texas Rangers (unequaled sales force) to deliver over \$2,000,000 worth of Calumet in the Lone Star State during 1921. Bet your last dime on our Texas Rangers in 1922. We will get that \$2,500,000. This year we surprised the world by getting the two million.

"To the dealer through the jobber" policy has won us the loyal support of practically every jobber and their live wire salesmen who believe in Calumet, giving us 100%.



J. CLINE MOORE



J. T. BURNETT



G. H. MANVILLE

THE TEXANS' LAMENT

We've been in a race—
We know it
And lost first place—
We know it
But we made them step
And use extra pep
While making a rep—
How they flew.

They've been in a race—
They know it
And won first place—
Do they know it? (they do)
We'll make no complaint,
We're not through, we aint;
We'll make them all faint—
Next year!



J. B. BURNS



H. S. BROOKS



T. S. MOSS



Okla.—Mo.—Kan. Tribute

By W. B. HAYES, *Division Sales Manager*



L. L. LEWIS

WHILE other divisions may boast of their having great merchandisers or selling organizations, I doubt if there are any that will measure up to the "show me" policy adopted by the buyers in the State of Missouri during the year 1921.

I attribute a great deal of the Calumet popularity in Missouri this year to the co-operative advertising deals. Buyers insisted on knowing exactly what they were buying. They did, so to speak, considerable shopping during this memorable year and the fact that the bulk of our deals called for the co-operative advertising

proves the soundness of their judgment.

In the State noted for its inimitable cyclones Calumet sales have reached new high levels that will require strenuous efforts to be beaten in future years.

Having been in every section of this district I am in a position to say authoritatively that Calumet's prestige and popularity are rapidly growing. The "Million A Year" slogan for the State of Missouri is the mark that we are shooting at.

Show you? Sure I will. Success comes in cans—greater success comes in Kansas.



W. B. HAYES



C. A. CLARK



M. E. FAULKNER



J. L. HERRICK



D. S. MORGAN



E. SHOVER



W. F. BUNYARD



R. M. BERRIAN



O. T. ELLIOT



Kentucky Rewards Fighters

By C. C. STONE, District Sales Manager



V. W. GORMAN



M. C. BUTLER



A. H. CAMPBELL



E. L. HIGGINBOTHAM



R. E. PLUNKETT

FOR many years I have had the pleasure of being one of the great Calumet sales organization, and I am glad to have this opportunity to express the pride I have had this year in trying to help our sales managers build a record that will stand high above any ever made in the past. Last year through our *Unconventional Convention*, we received high praise and appreciation from our President, Secretary, Treasurer and Sales Manager which were pleasing to all of us. At that convention we adopted the slogan *1921 will reward fighters*.

Knowing conditions, I realized the value of this slogan, so at our January school, I insisted that every salesman in my division adopt this slogan and begin to fight. So I have the pleasure of reporting the result. Kentucky sold seven carloads more to the jobber this year than last. Fighter D. J. Curry, North Central, Ky., won first national prize on distribution. Second national prize on advertising contest. Mr. O. Napier has convinced the merchants in western Kentucky that our policy is for the dealer and has made a wonderful increase in his territory. Mr. A. Dalsheimer, eastern Kentucky,

has made his quota which was no small one. Mr. T. J. Tackett, M. C. Butler and C. C. Harris have also made good records.

In my individual territory, which consists of Louisville and Jefferson counties, the sale of Calumet has made a nice increase. I have sold several carloads to the jobbers, besides have built up retail sales this year from 3 to 10 barrel contract buyers.

We all feel proud that we have put forth our effort and can come in with above report. Mr. Engle, our Sales Manager, has been right with us at all times and we want to express our appreciation of his loyal help, also the advertising and sales promotion department. I can add that Calumet Baking Powder Company does not only have "for the dealer" policy, but "for the salesman" policy as well. I am glad to be one of this live, up-to-the-minute organization, and will go out January 1st full of enthusiasm to make 1922 another record breaker.

Wishing every salesman and his line a Happy and Prosperous New Year.



C. G. STONE



O. NAPIER



C. C. HARRIS



D. J. CURRY



T. J. TACKETT



JOHN S. FERGUSON



The Gold Coast Champions

By W. R. HADLEY, Sales Manager



PAUL S. CROSS



G. A. ROBERTS



J. E. SANDERS



N. R. MATHENY

THE year just ending has been a good year with us. It has proven the certainty of results of team work. I want to thank every salesman in the Pacific Coast Division for the efforts he has made during 1921—particularly those who have taken such special interest in their work that they have increased the volume of their

sales — although I recognize that sometimes a salesman who merely holds his own meeting and overcoming circumstances and conditions which do not confront others.

I expect the Pacific Coast Division to take high honors for the year, and I will be disappointed if we don't win the great Sweepstakes Handicap with the Bell car No. 1. Like the bell cow, it is up to us to lead the way. Our motto today is "Excuse our dust."

Our wonderful record has been accomplished by a combination of individual effort and initiative. I am glad our organization is not a machine. I prefer a force of salesmen who can and do think for themselves and for the company. Automats, parrot-talkers and the rest of the varieties of so-called salesmen who lack resourcefulness, have no place in the Calumet organization.

The men who have made the best records this year are the ones who carry out the rules of the company, show an appreciation of the home office, and realize that they cannot be successful without working hand in hand with the house. It is this spirit of "One for all and all for one" that has kept the Gold Coast car in the lead. We realize

that the race was not for any one man, but for all of us—K.K. Bell boosting for our success.

Keeping the biggest factory in the world going this year, we have necessarily kept ourselves going. The one thing that strikes me just now, as the

highest quality to be found in any lot of salesmen is the pride the salesmen in this division have taken in themselves and their records.

All of us realize that Calumet has a mighty good reputation and that it is up to each of us to maintain the company's reputation by conducting ourselves as self-respecting men. Good business grows with a good reputation. 1922 is going to be a bigger and better year than the one just closing. It is simply a proposition of keeping up our fences and staying in close touch with our customers and showing them how we can best serve them and their interests.



W. R. HADLEY



S. NORVELL



M. L. JOHNSON



W. G. SNYDER



E. F. SMITH



Hobbies vs. Fads

By FLOYD K. WILLSON, *Division Sales Manager*

OLD Dan Webster says a hobby is "one's favorite pursuit"—a fad is "a passing fancy." At the end of 1920 I was stopped with a bang and forced to see that fads were no more.

When I read my New Year's mail "1921 Will Reward Fighters," I took stock and said to myself, "Old Floyd K. Willson, get busy and dig up the good old hobby that helped to win Warren Wright's \$1000.00 advertising trophy." I wasn't "nutty" enough to think that the fad of taking orders could last always, but realized that the hobby of helping the other fellow over the hill was sure to come in handy during 1921.



JOHN MONTGOMERY



FLOYD K. WILLSON



W. W. LEVENS

With big stocks of Calumet in every store and every one "hollering" his head off about the "slump" I took a peep in memory's archives and the first helpful thing I found was old man "Co-operative Advertising Deal."

I got out the old tablet deal and rehearsed the talk; took a good look at "Twenty Lessons in Domestic Science," studied the wonderful designs and talking points on K. R. and Calendar deals, then got out the Beaver Kraft bags and said to myself: "Boy! oh boy! if you can't help the grocer, God pity the guy who just has goods to sell and ain't even in the habit of doing that."

No use talking, fellers, a man who can't sell his quota with all the help Calumet gives, is an "also ran" and soon fades away when he gets in fast company. When all is said and done I won because I knew how to help my customers sell "Best by Test" baking powder. When you can help the "feller" who needs a friend, you can bet your last dollar you will get his attention. Always remember, attention means opportunity and then it's up to you to prove how well you know your business. My policy is, "Make the test first, last and all the time—and let the advertising deals work while you are gone." In Atlanta our competitors "read 'em and weep."

I make a special effort to see every customer in every town, regardless of how big or how small. I sell the grocer who sells the housewife, the baker who bakes my daily bread, the cafe or hotel who gets a share of my expense money, the railroad that takes my ticket, and the hospital that makes me well, and ship 'em all through the jobbers that help me boost.



L. V. IVINS



H. L. MCKINNEY



The Ark.-Tenn. Line Up

By C. C. PARKS, *Division Sales Manager*



FRANK WILLIAMS



W. R. WILLIAMS



C. C. PARKS



JACK SPRAGUE



MAX BAIRD

our sample case. In fact we have no competitors that can not be subdued. Self rising flour is our only competitor in the South today. We are proud to say that we have gone through 1921 and can boast of an increase. Getting down to the mechanism of our entry, we have some real Hundred Point Salesmen in our division.

Each one of them started out the first of the year charged full of enthusiasm and pep and retained it throughout the year. Our record was made by good team play, every man working for but one result—Success. A reference to the list of *prize winners* will show that we have carried off some of the high score trophies. Jack Sprague, who is one of the leaders on shipped business this year, is a top notcher. Frank Williams' work in South Arkansas has been very consistent. Bruce Mabrey of Jonesboro territory is also some fighter and has enjoyed a nice business. N. L. Richardson gained a reputation as a "Ten Pound" man and is now taking care of Ft. Smith territory. Max Baird is a clever salesman and has put it over in grand style in Knoxville this year.

In conclusion I wish to state that we have scored a victory for Calumet in our division through 1921, and we promise a still faster clip for the coming year.



BRUCE MABREY



JOSEPH EZZELL



Pep that Pays

By GEO. BLACK *Division Sales Manager*

THERE'S NO USE "BEATING THE DEVIL AROUND THE BUSH" ABOUT THINGS LOOKING PALE AND DYSPEPTIC "DOWN SOUTH" ON JANUARY, 1921.

War contracts and export trade had built a gigantic artificial demand for cotton, coal, iron and southern products of every kind. As a result, everyone revelled in wealth and followed prosperity's fluy until cancellations began to roll in after the world war had ceased.

No territory was more forcibly reminded of its extravagance and waste than the southern states. Steel mills



P. J. CLEMENTS



F. R. RIVERS



W. B. HERRICK



GEO. A. BLACK



J. M. MCGHEE



J. W. HOWIE



R. B. BAUGUSS



W. A. LIPSCOMB



J. J. DILLENKOFFER

closed, cotton mills ceased to operate; all industries were affected due to lack of demand. As a natural consequence cotton and other raw products became a liability rather than an asset.

In the face of such conditions it was up to every real man to get down to brass tacks and put a shoulder to the wheel, else the calamity howlers would ruin the country. Realizing my predicament I took advantage of man's greatest assets, Pep, Persistence, Preseverance and a Tenacity of Purpose to help the man who was temporarily panic stricken and afraid. There is nothing like courage when everyone says things are on the toboggan.

Backed by a house that never faltered or laid off a man when orders rallied in beyond the factory's capacity, encouraged by the knowledge that red blooded Americans were at the helm of our business, realizing that Uncle Sam would strike a balance, and feeling sure that America would soon catch the step, I went out to win with the fighters of 1921. My reward has been very encouraging and I will always feel grateful to good fortune that enabled me to obtain a position with CALUMET.

With pride I extend my sincere thanks to the boys in the division who helped me to show an exceptional increase in business, regardless of the dark predictions for 1921.



Over the Top—by a Noted Fighter

BUD BLACK, *Division Sales Manager*



KENNETH BAILEY



R. T. CAFFREY

ALL over the United States 1921 has been a fighting year and the battle ground is strewn with the foe, the order taker, and the hurriedly prepared mediocre quality merchandise placed on the merchants' shelves to be at once forgotten by the manufacturer and left as a fond token of the good time gone by. I say foe, because they both created the distrust with the merchant against the



BUD BLACK

real salesman and the real merchandise such as you and I have placed before him, CALUMET.

Throughout the year you all faced a chaotic condition, a skepticism in the merchant's mind, a thought of the past, not of the future, and you have nobly overcome them.

We, in Oregon and Washington, met this our own way and then stood with our back to the wall with a product new to the Northwest, CALUMET.

Men, with the ammunition and the powder furnished by the most wonderful organization in the world, can we shoot it? I'll say we can. From the salesmen of Oregon and Washington comes the word, "*CALUMET, we are here*" and we'll fight 'em harder in '22.



J. L. BERNAUER



GEO. E. MOYER



R. D. ELLER



K. P. WALTON



SID STINE



Northwestern Notes

By H. F. DAVEY, *Division Sales Manager*



GEO. N. UNTEN



H. F. DAVEY



E. A. SHELEY

NINETEEN TWENTY-ONE Rewarded Fighters, routed the pessimists and justified Calumet's policy of no retrenchment in their advertising campaign. Relegated to the discard private brands, off brands, grab bags in general.

Earned the endorsement of the National Retail Grocers Association, which will live for years. Made Thanksgiving a real one by giving us the wonderful progress of the Disarmament Conference which, followed by a Financial Conference of all nations, will put the world back on a more stable basis.

As Marshall Foch said during his visit to Minneapolis last week, "Let us forget the past and build confidently for the future." 1922 will reward the doer, not the reviewer.

The Northwest is planning to go over the top big in 1922. This section has overthrown the Nonpartisan League which has practically destroyed the credit of an entire state and was encroaching on two others.

The Government program of financing the farmers has given them the confidence to look forward eagerly for 1922.

Two of our greatest helps the coming year to get and protect business, I believe, will be the portfolios on Mail-order, Misrepresentation, Trusts, Government, Alum and Price Cutting and our active co-operation with the Reinstatement Department. This department saved practically \$1,400.00 business in one month for the writer.

Best wishes and good luck in 1922.



FRANK L. NICHOLS



I. J. LINDHOLM



C. M. OVERGAARD



Getting Ahead

By F. J. WICKENBERG, *Division Sales Manager*



R. F. BRODELL



F. J. WICKENBERG



M. O. REIFF

I STARTED to work Wisconsin in January, 1921. I made up my mind to make 1921 my biggest and the best year with the Calumet Baking Powder Company. I had self-confidence and was determined to overcome the business conditions. I made up my mind to use my testing case and to sell advertising and contract deals.

To create demand for Calumet Baking Powder with every dealer I had to work six full days each week and *show* the dealers how to sell and push Calumet Baking Powder by using our Co-operative Advertising Deals.

I knew that I had the *best baking powder proposition*

in the world to offer to the dealer who cares, and the largest concern in the world back of me and it was up to me to go out and sell the dealers *Plant, Product and Policy*.

Reviewing my sales for 11½ months of 1921 I find that I have made a fine increase in my sales—51 per cent over my sales for 1920.

Boys, you can all do the same as I have done if you will get out and work six full days each week and make up your mind that you are going to increase your value to your house, your customers and yourself. Then go out and step on the gas and give 'em H—.



H. C. HIRER

Calumet Junior Sales Club

That the 1921 "go get 'em" spirit permeated every branch of the Calumet institution is shown in the progress made by the Calumet Junior Sales Club—a preparatory school for coming hundred-pointers.

The club shows an enrollment of fifty young men from the office, all with ambition to become Calumet salesmen some day. At monthly meetings, they are addressed by members of the sales force. Debates and contests enliven the proceedings. Edison's questionnaire, "*What Function Does Baking Powder Perform?*" probably created more interest than any other contest.

The winners were M. B. Burbach of the Order Department, John B. Kritzer, Adjustment Department, and O. W. Weber, Sales Department. Those whose answers entitle them to honorable mention were: L. E. Guldager, Map Division, J. W. Westbrook, Cartoonist, and A. B. Cooke, Correspondent.

The plan of developing salesmen in our own institution has proven a success.



Michigan Methods

By W. E. KROEGER, *Division Sales Manager*



HARRY H. KIDD

WE are proud to be members of the greatest sales organization in the world. We have also a right to be proud of our 1921 record as we have again gone over the top in both volume and distribution. Every territory has shown a nice increase in business and every man has been on his toes since the word "Go" last January, determined to make 1921 the biggest year in the history of the company.



W. E. KROEGER



G. M. DAILEY



T. J. O'SHEA

The aggressive advertising campaign and the co-operative sales have made it possible for us to give Calumet the big boost in Michigan and has made hundreds of new customers and new deal buyers for us.

We have never enjoyed the co-operation given us by the jobbers as we have in the past year, which accounts for the large increase in straight and pool cars shipped into this state.

Calumet also shows a wonderful increase in popularity with the five and ten pound trade.

1921 was the biggest and best to date. We are going to make 1922 bigger still.



E. G. HULL



Pastries More Profitable than Bread

By CLEVE CARNEY, *Our Master Baker*



L. E. GOODBODY

THE cake baking industry has developed to such a large extent during the past few years, and is still expanding at such a rate as to make it one of the most attractive lines of business in the country today.

There was a time when more profits could be derived from bread than from cakes, on account of the limited sale of "commercial cake" among the public, but now the price of bread is calculated on such a close margin of profit, and there is such little variation of standard of bread, that it is only through a very large volume of business that any great amount of money can be made.



H. E. HAM



CLEVE CARNEY

On the other hand, the public is coming more and more to eat good baker's cake, and the unlimited varieties which it is possible for the baker to turn out gives opportunity for obtaining a good price and a fair profit. It is highly important to bake a cake of the best quality.

Now the question is: What is good cake? A good cake is a combination of good materials properly mixed and thoroughly baked at a proper heat, possessing a good appearance and tempting tasting quality. Good cake depends entirely upon the care used in selecting the materials and proper mixing and baking. The material for cakes must be selected as carefully and on as truly a scientific basis as selecting material for any other food.

One of the most essential ingredients is good baking powder, a powder that is uniform and retains its strength until the cake is put in the oven, which is the proper time for it to "give off its gas."

CALUMET RAISES THE CAKES SO THE PUBLIC FALLS FOR THEM!



G. O. RATLIFF



JACK ZANONE



Two Sunshine Specials

Swift's Sunny South Survey

By BILLY-HIMSELF

THE problem confronting my "slant" was not the ordinary one of trying to take it away from a competitor and putting it in our pocket, but a case of getting the merchant to sell *baking powder*, not Calumet necessarily, but to cut out self rising flour and use plain flour and good baking powder.

The first trip over was discouraging as they kept asking, "What will I do with the powder after I get it?" Well, the situation did not need a wonderful salesman but "Honest to God" missionary work, such as *Test Talk and Tack* to thoroughly convince the buyer that plain flour and good baking powder was the best for health.

The second trip over was a repetition of the first, with this exception, the trade heard nothing but plain flour and Calumet Baking Powder.

Our apparently disinterested talk about plain flour and baking powder with convincing articles to prove our statements on first trip had caused them to talk those ideas to their customers and my business was much better the second trip than the first, but Oh! Boy! on the third trip—then I began to get dividends and secured nice orders and I can safely say that Florida is "carrying on" just like a real state and the letters received from my Sales Manager J. C. L. of late makes me sure that he is pleased with the results and is satisfied with the progress made, but I hereby go on record as saying that I am not satisfied, but certainly pleased and will keep everlastingly at it 'til self rising flour is a back number.

The pleasure of winning a hard battle is well known to all of you.

Merry Christmas and Happy New Year.

The 1921 Slogan O. K.

By W. E. WISEHART, *Division Sales Manager*

WE entered this year with jobbers' stocks heavier than usual, complaints being made every day to our brokers for relief of stock that they did not want to show on their inventory as being excesses. In several of the high-class residential, thickly-populated districts, the merchants reported that Calumet was not selling. In all, the future prospect looked exceedingly dark. The slogan that you sent, "1921 Will Reward Fighters," told the story in a few words of what was needed to accomplish the required results.

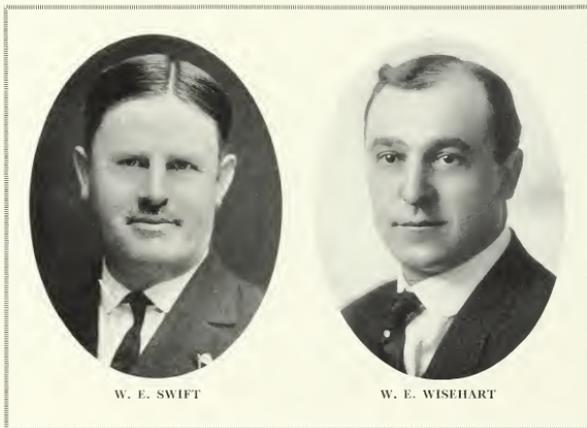
With a firm determination to make the Calumet business show up in keeping with reports that

were emanating from this glorious Southland that we were the white spot on the map of this country where business was the brightest and cries of calamity the least, I called a meeting of the salesmen for this division and we started out to convince you that your slogan for 1921 was well put.

The weak spots that I often thought needed house-to-house demonstration have shown up fairly well through the co-operation of the merchants in that territory, who were convinced that our elaborate publicity would be continued, and every effort on our part would be made to help them on a quick turn-over of Calumet.

In as much as 1920 was a buyers' year against 1921 starting out as a sellers' or salesman's acid test year, I am forced to reiterate that your slogan was well put.

The potentialities of English are as immeasurable as the blue expanse above. The limitations are in YOU. Opportunities are rotting at your very door because you are not equal to the occasion.



W. E. SWIFT

W. E. WISEHART



The "Upper Ten" Club

Ohio Goes Over the Top



W. L. WILSON
District Manager



A. DALSHIMER

Just as the hardy pioneers maintained outposts on the American frontier, so W. L. Wilson and his Ohio Buckeyes are manning the Calumet outposts. This is the "Baby Division", but destined to sit high in Calumet councils. "Watch Us Grow" is their slogan.



W. B. LEAHY



DOUGLASS YOUNG

Colorado Minute-Men Make New Altitude Records



J. L. CARADINE

In mountain climbing, there are two interests that grip and fascinate you. The one is your objective ahead and above you. The other rewarding factor is the ever widening and ever expanding panorama that spreads itself at your feet.

In scaling any height, it is only natural to stop at intervals to look backward at the trail, as well as up and on. In this way, the Intermountain "Speed Boys" have carried the Calumet standard to dizzy heights.



R. M. HOWIE



B. F. MITCHELL

Three Husky Corn Huskers Who Brought Home the Bacon



H. R. HUSTON



J. M. MAHER

Back in '49, Nebraska, through the Overland Trail, became the connecting link between East and West. Today, Nebraska connects the "Calumet East" with the "Calumet West". It is served by three "Hundred-Pointers", whose record is in keeping with the progress made by this wonderful state.

Nebraska is a solid Calumet state, and to these three "Hundred-Pointers" belong the honors.



L. C. WILSON



How I Put It Over

By F. N. DANFORTH



F. N. DANFORTH

TOWARD the windup of the year 1920 conditions in almost every line were changing. None could help but see this. I was convinced when I started out at the beginning of the present year, that it meant work and fight. I came to the full realization that it was not so much the hard times coming as the easy times going, and it meant a full day's work for an honest day's pay.

I also feel that my success for the year was due to a large extent to my friendly resentment of the pessimism which seemed to prevail throughout my territory. I fought this pessimism with optimism and tried my best to convince my customers that we all were in better shape than we thought we were and that their customers would buy if their merchant



C. R. HOWORTH

CALUMET

Calumet is Best by Test
And it can't be beat
Food prepared with Calumet
Is always light and sweet
Crispy, flaky, dainty treats
Cakes are light and brown
Biscuits light, your work is
bright
With Calumet around.



EMIL F. CHOCOL

had the goods. I advised them to present an attitude that times were not changing for them and that business was good and that most people could tell a merchant's goods from the smile on his face, whether it was baking powder or calico.

As a consequence I felt as though I had made my dealers happy, instead of leaving them with the impression that business and the world in general was going to the bow-wows. Summing it all up in as few words as possible "Calumetically" speaking, six full days a week and work like h—— is the best any man can do and is the best any firm can or will expect, and is all I attribute any success to that I may have had "in putting it over," this or any previous year, or may have in the future.



W. J. PRIMROSE



W. H. HIGGINS



HUGH G. CASEY



J. G. McFARLAND



WM. PARKER



N. M. YANKIRK



The Trail Blazers

DEMONSTRATORS



J. G. CRANE



R. D. CAVANAGH



C. W. KILLEN



J. M. CHAPMAN



E. M. CHAPMAN

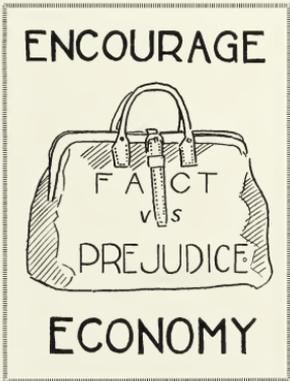
In pioneer days the early settlers, amid hardships, blazed the trail. They cut down the timber, pulled out the stumps, broke up the raw prairie and prepared it for the use of civilization. Very similar is the work of the Calumet demonstrating crew in preparing the territory for Calumet's future business. Every inch of territory that is now under cultivation was put in that condition through our house-to-house demonstrating work.

A review of their accomplishments during "the year that rewarded fighters" is very satisfactory.

That the demonstrating work has been a success we have proof in the percentage of users established and in the great number of enthusiastic dealers enlisted in the task of *Encouraging Economy*.

The little "Peggy Bag," emblematic of Calumet's pioneer army, the work-bench of the Calumet demonstrator, with its simple tools, provides the means to chisel out, fashion and shape Calumet's destiny in unexplored lands. Like the mighty oak that springs from the little acorn, thousands of enthusiastic users of Calumet are de-

veloped from each little Peggy Bag. The high character of the Calumet demonstrating work is attested to in the hundreds of letters, from convinced dealers, the crowning testimonials being the action taken by various state Retail Grocers' Associations—voluntarily endorsing Calumet—resolution No 1 passed by the National Retail Grocers' Association commending the action of the Calumet Baking Powder Company.



GEO. F. KRAFT



SAM. H. BENNETT



J. M. CRUSE



GEO. E. TURNBULL



A. C. KLOTZ



C. L. KING



W. W. STOUT



The Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

CHICAGO

December 2, 1921.

Mr. K. K. Bell, General Manager,
Calumet Baking Powder Co.,
4100 Fillmore St.,
Chicago, Ill.

Dear Mr. Bell:

Last April The Tribune made a great impression on the business world with a page headed "1921 is Rewarding FIGHTERS", and telling of the signal success won by the aggressive sales and advertising efforts of Calumet.

We are sure that your fighting spirit has continued undiminished throughout the entire year and we should be very glad to receive any further facts concerning your progress which would substantiate the statement that 1921 has rewarded fighters.

We are particularly interested in Calumet because for the past three years you have been, in boom times and bad times, one of our largest and most aggressive food products advertisers. Furthermore, merchandising men everywhere find an inspiration in the thoroughness with which you concentrate sales and advertising effort in each market you enter until you conquer it.

With best wishes for a prosperous 1922, I remain

Sincerely yours,

THE TRIBUNE COMPANY

Dr. Parsons
Advertising Manager.

EWP
LFD

1921
Will Reward
FIGHTERS

1921 rewards
Tribune Advertiser
with \$2,000,000 Baking Powder
business—big gain over last year

is rewarding!



DURING 1919 and 1920 the Calumet Baking Powder Co. was one of the largest advertisers of grocery products in The Chicago Tribune, having used more than 58,000 lines of space in that time. With the opening of the stiff competitive market of 1921, Calumet increased the volume of advertising in The Tribune and intensified sales effort. Every man in the organization was charged brim-full with the spirit of "1921 Will Reward FIGHTERS." But the salesmen were not left to do the work alone. They were backed up more heavily than ever before by the large volume of newspaper advertising. The results are to be found in the following figures, submitted by K. K. Bell, general manager.

Calumet Baking Powder Sales—Chicago Tribune Territory Only

12 Weeks, January 5 to March 27, 1921, inclusive	\$1,969,896.87
12 weeks, January 3 to March 26, 1920, inclusive	1,693,218.89
Increase	\$ 216,677.18

MR. BELL outlines as follows the campaign that has sold two million dollars' worth of baking powder in and around Chicago since the opening of this year:

"An elaborate newspaper campaign was prepared to stimulate consumer demand. Our sales heads went out into various sections of the country and worked side by side with our salesmen. Week-end conventions were called. The salesmen were given to understand that each and every one was expected to show increases. They were particularly trained to be bearers of good cheer and optimism. Their selling talk was a veritable gas mask to be used against the calamity howler. More than eighty per cent of our sales force met the new requirements and delivered the high quotas set for them. Those who failed were replaced by specially selected men. The result, best told in our sales figures, is that we are now enjoying the biggest business in our history and have found it necessary to further expand our capacity. In addition to the new plant opened in East St.

Louis last year, we have recently taken over a million dollar material plant at Joliet.

"Naturally we are much pleased to have upset the warnings and predictions of friends who advised us to retrench, slow down, deflate, and so on. For thirty years we have enjoyed an unusual record of increasing business every year. That we are able to keep up this splendid record is attributed to your slogan which we adopted at the beginning of the year—'1921 Will Reward Fighters.' Our success proves that the reward is for organizations as well as individuals."

Calumet executives (by means of their Tribune advertising) stand at the shoulder of every salesman—furnish him with ammunition—fight off competition—uphold morals. The company expresses its faith in 1921 by aggressive advertising. The fact that 1921 is swifter than faith should be an inspiration not only to its own force but to every American business man.

Why the Chicago Territory is the world's most desirable market



FIGHTING salesmanship plus Chicago Tribune advertising could not have achieved the sale of \$1,900,000 worth of baking powder by the Calumet Chicago organization within three months—if it were not for the almost inconceivable purchasing power of the Chicago Territory—Illinois, Indiana, Iowa, Michigan, and Wisconsin.

These five states have a combined population of more than 17,000,000—which is double that of the entire Dominion of Canada. They produce one-fifth of the crops and one-fifth of the manufactures of the United States. They possess one-fifth of the national wealth.

Influencing the purchases of one family in five in this peerless market—Chicago Tribune advertising is a sales-builder which has made millions of dollars for those who knew how to use it. And it has more kick today than ever before.

fighting
salesmen
of 1921

Send clipped
copy of address,
name of advertiser,
number for a
month and insert
the 1921 brand of
fighting sales-
manship.

The Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

Circulation Exceeds 450,000 Daily, 800,000 Sunday



Sehl Advertising Agency
CITY HALL SQUARE BUILDING
CHICAGO

A Prediction

April 16-1921.

Mr. K. K. Bell,
Calumet Baking Powder Co.,
4100 Fillmore St.,
Chicago, Ill.

Dear Mr. Bell:

I have your letter of the 14th and certainly agree with you that your sales to date as shown by the figures in Wednesday's Tribune are fine - some high speed your bunch are showing.

You must have picked all the star salesmen in the country. If I had such a crowd of high speed youngsters back of the other lines that I advertise I wouldn't worry about a thing on earth.

I don't know what is going to happen during the balance of this year - neither does any one else every man's guess is good, but I do know this. Should things go to the dogs and the worst comes to the worst, if there is only \$11.00 worth of baking powder sold in the United States, Calumet will sell \$9,00 worth of it. That's the lion's share and should satisfy any human being.

In all my experience in advertising, merchandising and selling, I have never known such a bunch of salesmen as you have.

I some times think they could sell electric fans to the Eskimos or fur coats to the people in Hades. I have been associated with Calumet long enough to know what they have done - what they are doing and I know what they will do.

As I dictate this letter I cannot help but think that some of them mist use Fenyson's poem as their daily prayer. Do you remember it? Part of it reads -

"Theirs not to make reply,
Theirs not to reason why,
Theirs but to do and die."

If you think I am too optimistic and do not fully agree with me, file this letter, dig it out about the time Christmas rolls around, look back over the time that has elapsed, figure up your records and see how far off I am.

Very truly yours,
SEHL ADVERTISING AGENCY.



HARRY SEHL



HWS-MK



The Fulfillment

By HARRY SEHL, *Sehl Advertising Agency*

I CAN look back over, or review, the 1921 advertising of the Calumet Baking Powder Company with a great deal of pride. Not because I am satisfied, not because I think it is 100%, but because it helped do big things—things that have never been done before; it helped make Calumet forge surely, steadily ahead in spite of the awful depression we have gone through in the last twelve months.

Every avenue of sale was covered, nothing left undone or overlooked. Every baking powder buyer was reached, whether she lived in the heart of a big city or in the remote corners of the thirty-five states that you cover.

In fact a more complete and comprehensive campaign has never been attempted. It was systematically laid out and extremely broad in scope.

Unlike many manufacturers who use the same kind of an advertising campaign for the entire country, regardless of conditions, Calumet has used at least a dozen different campaigns, each one built to meet and overcome the condition that exists in the territory in which it runs.

Plus all this advertising of different kinds, which cost the Calumet Baking Powder Company an immense sum of money, we secured from the newspapers throughout the territory a greater amount of free publicity for Calumet than any food product manufacturer has ever received since I have been in the advertising business.

When I think back over all that has been done, I can truthfully say without fear of contradiction (we know, because we handle many accounts) that there isn't a concern on the face of the globe that will think and plan for salesmen the way the Calumet Baking Powder Company does for you.

Now, here's something else. It may not have a direct bearing on advertising, but it certainly does have a direct bearing on our accomplishments of the past twelve months.

Hundreds upon hundreds of newspapers reproduced the long articles shown on the following page. Many of them ran these articles on the front page of their paper—some ran them as big special advertisements with white space all around it to make them stand out—others used them as straight editorial matter. One

publisher particularly stated that this is the first time in eighty-five years that anything of that kind was done.

This goes to prove that the newspapers throughout the country are with Calumet and for Calumet to the last degree. I will go on record right now as saying that you can call on any newspaper in any town in which any of the sixty-five million people live that we reach and the publisher will be pleased to extend the glad hand and do everything humanly possible for you.

That the dealers felt the weight of this mighty bombardment on the baking powder consumer, is proven by the fact that all you men on the field of battle were able to roll up such a nice business.

1921 was a good old year, but at the same time an awfully tough one. Never was there a time when vim, vigor and vitality counted to such a degree. The determination to win had ever to be foremost in each man's mind. Disappointments, discouragements and reverses tumbled along one after the other and piled up higher than mountains, but the man with the Calumet spirit, with the "do or die" spirit, won out.

And let me say right here that to this same Calumet idea of "It shall be done," we attribute largely the success of the Sehl Advertising Agency. We give credit where credit belongs and are pleased to say that it has been through the close association with the Calumet organization that this spirit has seeped all through our own organization, and the idea "It shall be done" has won, is winning, and always will win.

Success in your line, our line or any other line, doesn't necessarily mean that you have to have a "strangle hold" on all the brains in the world, but it does mean that every drop of blood that surges through your veins has to be filled with the "I will" spirit. Show me a man that has plenty of it and I will show you a man that will win, that will succeed, that will have what he wants whether it is a cottage or a mansion; a Pierce or a Ford; a canoe or a yacht.

And remember, even though they hang crepe on your pet hobby, blast your best plans, yea, even though you go broke, if "It shall be done" is always foremost in your mind, they will never put you down and out, and no man has ever lost until he *is* down and out.



Editorial Comment from Leading Newspapers

From the Marion Daily Chronicle

BAKING POWDER COMPANY PLANS HUGE CAMPAIGN

Anticipates Business Boom and Seeks Trade by Advertising

There is great significance in the big order The Chronicle just received for advertising Calumet Baking Powder.

This company has just given us a contract for one of the largest and most vigorous advertising campaigns attempted in years.

This, coming at a time when merchants think business is slow and暗淡 the outlook for the winter season is promising, really spells success.

Any company that spends such an enormous amount of money on advertising before such a campaign is launched, the agents of the company intend to find out what's going on and to learn whether or not the time is ripe for a big advertising campaign.

Recently the investigators of the Calumet Baking Powder Company found conditions in Birmingham that are of leading in columns to such a degree.

The action of the Calumet people is certainly a great lesson to all of us.

It proves there is one thing greater than business depression and that is the spirit that is sustaining the country today and helping make the greatest industrial and mercantile country in the world, it is that spirit that leads the country that is laboring under business depression out of the woods.

As soon as buying is resumed and people again begin to purchase freely the wheels of commerce will turn faster than ever before.

Such optimism as the Calumet Baking Powder Company display should certainly be an example for all of us who have something to sell.

An old preacher once said that the louder his congregation slept the louder he talked until they were awake. It is possible for you—for any advertiser—for any advertiser to win the attention of the public if you just talk loud enough.

From The Miles City Daily Star

"GO-GET-'EM SPIRIT"
The Big Advertising Campaign Shows Company Confidence in Birmingham
Calumet Baking Powder company has just given The Age-Herald a contract for one of the largest and most vigorous advertising campaigns attempted in years.
This, coming at a time when merchants think business is slow and暗淡 the outlook for the winter season is promising, really spells success.
Any company that spends such an enormous amount of money on advertising before such a campaign is launched, the agents of the company intend to find out what's going on and to learn whether or not the time is ripe for a big advertising campaign.
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From The Birmingham Age-Herald

Going Halfway to Meet Prosperity
There is great significance in the big order The Daily Star has just received for advertising Calumet Baking Powder.
This company has just given us a contract for one of the largest and most vigorous advertising campaigns attempted in years.
This, coming at a time when merchants think business is slow and暗淡 the outlook for the winter season is promising, really spells success.
Any company that spends such an enormous amount of money on advertising before such a campaign is launched, the agents of the company intend to find out what's going on and to learn whether or not the time is ripe for a big advertising campaign.
Recently the investigators of the Calumet Baking Powder Company found conditions in Miles City that are of leading in columns to such a degree.
The action of the Calumet people is certainly a great lesson to all of us.
It is that spirit that is sustaining the country today and helping make the greatest industrial and mercantile country in the world, it is that spirit that leads the country that is laboring under business depression out of the woods.
As soon as buying is resumed and people again begin to purchase freely, the wheels of commerce will turn faster than ever before.
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Editorial From The Burlington Hawk-Eye

MARKING CONFIDENCE IN BUSINESS
The advertising department of The Hawk-Eye has just called attention to the fact that an advertising campaign of unusual magnitude has been started in the Calumet Baking Powder manufacturer.
It is not the custom to comment in the news or editorial columns of the newspaper on the announcements appearing in the advertising columns but, in this case, the order just received has a significance that should not be overlooked, but merely because The Hawk-Eye has been given the contract for one of the largest advertising campaigns that it is a time when many merchants believe that business is slow and暗淡 the outlook for the winter season is promising, really spells success.
Any company that spends such an enormous amount of money on advertising before such a campaign is launched, the agents of the company intend to find out what's going on and to learn whether or not the time is ripe for a big advertising campaign.
Recently the investigators of the Calumet Baking Powder Company found conditions in Burlington that are of leading in columns to such a degree.
The action of the Calumet people is certainly a great lesson to all of us.
It proves there is one thing greater than business depression and that is the spirit that is sustaining the country today and helping make the greatest industrial and mercantile country in the world, it is that spirit that leads the country that is laboring under business depression out of the woods.
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“When a Feller Has a Friend”

National Retail Grocers set a new precedent by taking official recognition of our “FOR THE DEALER POLICY”

This Company offers dealers at all times A POLICY THAT PROTECTS—A SERVICE THAT SERVES—A CO-OPERATION THAT COUNTS—AND EVERY POSSIBLE COURTESY

OFFICERS

FRANCIS E. KAMPER, President
492 Peachtree St., Atlanta, Ga.

PHILIP A. DEPUYT, Vice President
449 Moore St., Rochester N. Y.

JOHN A. ULMER, Past President
253 Cherry St., Toledo, Ohio

JOHN H. SPEAS, Treasurer
3900 Troost Ave., Kansas City, Mo.

JNO. C. SHEEHAN,
19 N. Washington Ave.,
Memphis, Miss.

GEO. W. AMISON, Trustee
308 Union Ave., Providence, R. I.

FRANK B. CONNOLLY, Trustee
319 Sheldon Bldg., San Francisco, Cal.

NEXT ANNUAL CONVENTION - CLEVELAND, OHIO



Organized during the World's Fair at Chicago, 1893

H. C. BALSIGER, Secretary
416 N. A. LONG BUILDING
KANSAS CITY, MO

OWNER AND PUBLISHER OF THE

National Grocers Bulletin

PUBLISHED EVERY MONTH
H. C. BALSIGER
Editor and Manager
AN OFFICIAL MESSAGE
TO THE RETAILER

General Counsel
WILLARD P. McBAIN
111 Board of Trade Building
Norfolk, Va.

June 27, 1921.

Mr. K. K. Bell, Gen'l Mgr.
Calumet Baking Powder Co.,
4100 Fillmore St.,
Chicago, Ill.

Dear Mr. Bell:

As an expression of appreciation of the valuable service rendered by your Company to the Retail Grocers of the United States through coupling reading matter with your advertising as news items defending the Retailer--the 24th Annual Convention of the National Association of Retail Grocers in Kansas City, Missouri on June 6-7-8, 1921, unanimously adopted the following resolution--presented by John C. Coode of Tenn. and seconded by A. A. LaRose of Louisiana:

"We, your Committee on Resolutions, desire to take notice of the splendid co-operation of the Calumet Baking Powder Co.

We note in its daily newspaper advertising it is giving the buying public the true facts regarding the retailers position in the distribution of Food products; therefore:-

BE IT RESOLVED, That we, the National Association of Retail Grocers in Convention assembled, endorse and commend the action of the Calumet Baking Powder Co. in giving the facts regarding the Retail Grocers of the United States."

Very truly yours,

NATIONAL ASSOCIATION RETAIL GROCERS

Secretary.



THE REWARD—NEVER BEFORE HAS ANY FIRM BEEN SINGLED OUT AND SPECIFICALLY COMMENDED AS ABOVE



Echoes from Other State Associations

The Pueblo Retail Butchers and Grocers Association

STEVENS P. CROUCH, President
JAMES PELL, Vice President
GEORGE GALE, Treasurer
G. B. STILES, Secretary

ROOM 340-342 THATCHER BUILDING
TELEPHONE 528

PUEBLO, COLORADO

To all Members:-

We are enclosing a copy of a resolution which was adopted at the last Convention of the National Retail Grocers Association and which is worthy of the consideration of every member of this Association.

It has for some time been the chief "indoor sport" of many people, public officials even up to the President's office, to do all they could to make it appear that the retailer of food products was quickly becoming a multi-millionaire profiteer. Even our late President is alleged to have made the statement that the corner grocer was the greatest profiteer of all. This agitation gained quite a momentum due to two chief reasons:- the efforts of the smaller man and the indifference of the retailer in putting forth any effort to defend his side of the question.

But the Calumet Baking Powder Co quickly saw the damage this might be to the retail trade and gallantly came to the rescue by championing the cause of the retailer. Your Secretary was at the National Convention when this resolution was discussed, and while it was brought out in this discussion that it was not the custom of the National Association to commend any one's firm, still the good that was accomplished by this campaign of publicity was so apparent that it was worthy of an exception to the rule this time and the enclosed resolution was adopted.

Respectfully yours,

G. B. Stiles
Secretary.

P. B. BARKER, President
J. J. JULLIANCE, Vice-President

Office and
Postoffice at
"THE
LOUISIANA
GROCERY"

E. C. BUREL, Secretary
208 1/2 Tchoula St.

The Retail Grocers' Association

209 PAN-AMERICAN BANK BUILDING
PHONE MAIN 2861

NEW ORLEANS
(Under Post. Reg. U. S. A.)

G. F. SCHNEZ, Treasurer
A. L. LEBLANC, Secretary
LEON L. LEONARD

Organized in 1908
for the Mutual
Protection of the
Retail Grocers of the
Louisiana, Texas,
Arkansas, Mississippi,
Alabama, Georgia,
Florida, South Carolina,
Louisiana, and
West Virginia
States.

Resolution adopted at a meeting of The Retail Grocers' Association of N.O. on Wednesday Night July 6th 1921.

On Motion of John E. King duly seconded by Alphonse Cuquet, the following Resolution was unanimously adopted.

"Whereas, the policy of the Calumet Baking Powder Co of Chicago in extensively advertising to the consumer the fact that the retail grocers of the country are not to blame for the high cost of grocery commodities, and

Whereas, this publicity has greatly ameliorated the conditions in the grocery business, to the extent of renewing the confidence of the public in the retail grocers; therefore

It Resolved, That We, The Retail Grocers' Association of N.O. in regular meeting assembled do hereby heartily commend that action of The Calumet Baking Powder Company and that we further thank them for their progressiveness in their consideration for the retail grocers of the United States.

A True Copy- Attest

G. F. Schnez
Secretary.

The Retail Grocers' Association of N.O.

THE OHIO RETAIL GROCERS & MEAT DEALERS ASSOCIATION

Officers
JOHN SIEBEL, President
46 Columbus St. Dayton, O.
F. O. AALE, Vice President
1065 Owen St. Youngstown, O.
H. W. HICKMAN, Treasurer
1277 Lyndon Ave. Springfield, O.
H. C. SHREVE, Secretary
411 Third St. Toledo, O.

OFFICE OF THE SECRETARY
435 IRVING STREET
TOLEDO, OHIO

Trustees
W. L. VOELKE, Columbus O.
WM. FORT, Toledo, O.
CHAS. E. HILASSAAR, Canton O.
B. E. SMITH, Siffin, O.
F. J. HOLLER, Sandusky, O.
D. C. WILF, Newark, O.
E. J. COLETT, Cleveland, O.
J. W. FUSE, Akron, O.

Toledo, 11/4/21.

Calumet Baking Powder Co.
4100 Fillmore St.
Chicago, Ill.

Gentlemen:

Resolution No. 1, passed by the National Retail Grocers Association, commending the action of the Calumet Baking Powder Co. in giving the "Buying Public" facts regarding the retailers of the U.S. received the hearty endorsement of the Ohio Retailers & Meat Dealers Association in convention assembled at Dayton Oct. 17, 18, 19, 1921.

Very truly yours,

H. C. Shreve

Secretary.



One of the Hand Grenades Used Effectively by the Home Guard



Are you tied to a peddler-wagon?

The boast has been made by the peddlers that once a customer is "hooked," that customer belongs to the peddler. In other words, when the first sale is made the customer has started paying for some premiums and they've got to "stick it out." "They can't stop, we've got 'em," the peddlers say.

They explain this by saying that the average American housewife is a great lover of imaginary bargains. Just as she "fell" for the trading-stamp game before it was finally exposed and prohibited, so does she "fall" for the present game that apparently offers her "something for nothing."

"Show a housewife a **free** premium and she'll pay two prices for her goods," is the plan on which the peddlers have worked the consumer.

"Quality and price count for little—hook them with the premiums—get them started—that's all" and they belong to the peddler—they're tied to the peddler wagon.

Investigation has shown that the peddlers charge two or three prices for their goods, besides figuring a very big profit on the premiums they claim to **give away**. The results of this investigation are being given the housewife for her protection.

You know your Grocer—Depend on him for GROCERIES



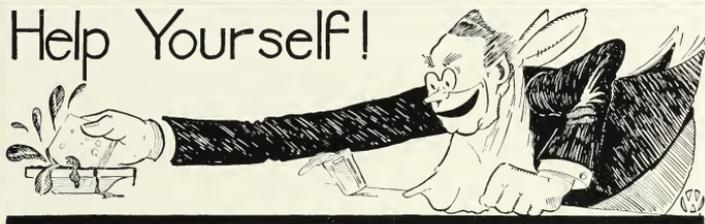
**Full Weight—Honest Measure
Goods sold at a Reasonable Profit**

What this sign means to you

This sign is the emblem of your **GROCER**, a business man whom you know and in whom you can have every confidence. He was in the same location yesterday; he is there today; he will be there tomorrow. He is here to stay, and he must be fair and square to his customers or he can not stay. It is on such a basis that his business was established, and that he now serves you.



Help Yourself!



Try this self-quiz course. If you can honestly answer "Yes" to each one of these questions, you are not only a good business man but a pretty good sport as well. Nobody's looking—no one's listening. It is just like dipping your bread in the gravy when you are alone, so go to it!

-
- Hasn't this country had four or five **fat years**?
- Hasn't the **working man** saved enough to tide him over a few weeks' unemployment?
- Hasn't **agriculture** had some fat years, too?
- Hasn't the **manufacturer** enjoyed capacity business?
- Havn't I gotten mine, too?**
- Can't I afford to **hustle**?
- Can't I now afford to **work** without whimpering?
- Have I joined the **SERVE YOUR CUSTOMER Club**?
- Have I stopped making **two** investments where only **one** is necessary?
- Have I stopped buying anything that is not a **known seller**?
- Have I stopped listening to "**guarantee or consignment talks**?"
- Have I learned that **charity begins at home**?
- Do I remember that even my customers have **rights**?
- Have I quit being an "**easy mark**" to introduce, **JUST AS GOOD**?
- Do **quick sellers** always pay their own bills?
- Have I learned that \$1,000. worth of substitute brands will not create five cents worth of good will?
- Is it silly to substitute for the **one best** brand that will satisfy my trade?
- If I can intelligently buy the **one best** and concentrate on its sale, am I honest with my customers?
- Am I entitled to a fair **profit** in return for unselfish **service**?
- Have I the courage to eliminate **disloyal** products?
- Have I sworn off **aiding and abetting** manufacturers who supply nationally advertised products to mail order houses?
- Have I learned to judge men and merchandise by what they **do** rather than what they are?
- Does Calumet Baking Powder **do** more for the **legitimate** retailer than any other food specialty manufactured?



Calumet Policy is a Consistent One

In all of its advertising and business practices the Calumet Baking Powder Company has stood for the small dealer and the neighborhood store. It has been steadfast in advocating special favors or prices for none. One recent instance of the workings of this policy came when a Chicago tailoring house offered to supply, "to

employees only," all wool suits made to the individual measure of the men and quoted at the wholesale manufacturing price of \$21.50 each.

It is not an unusual practice for members and employees of manufacturing and jobbing houses to reciprocate in buying items for their own use at wholesale prices. But this is how K. K. Bell, general manager of the Calumet Company, showed his consistency:

WARREN WRIGHT, VICE PRES.
GEO. C. REM, VICE PRES.

CALUMET BAKING POWDER CO.



PLANT NO. 1
OFFICE OF THE GENERAL MANAGER

PLANT NO. 2
CABLE ADDRESS "CALBAKPO"

"BEST BY TEST"
REGISTERED TRADE MARK
MADE IN THE UNITED STATES OF AMERICA

4100-4128 FILLMORE STREET
CHICAGO, ILL., U.S.A.

October 13, 1921.

W.D. Smith & Co.,
835 W. Jackson Blvd.,
Chicago, Ill.

Gentlemen:

We must decline your special offer to supply our employees with all wool suits made to order, at \$21.50. It has always been our policy to encourage our employees to trade with their neighborhood dealers. To give you an idea of how cranky we are along these lines, we decline to supply our own employees Calumet Baking Powder either at cost, free, or at any price. Instead, we encourage them to buy their Calumet from the neighborhood grocer at the regular retail price. Occasionally we have what is known as "Calumet Week," when our employees are permitted to secure a refund on the grocers' sales slip on a pound of Calumet (55 cents) bought over the counter.

While we have no quarrel to make with those whose policies differ from our own, we cannot conscientiously co-operate with you along the lines you have suggested - no matter how well intended your offer may be.

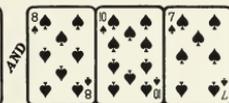
Yours truly,
CALUMET BAKING POWDER CO.
By *K. K. Bell*
General Manager

WHEN REPLYING REFER TO → KKB-CC



How We Won the Dough By V. W. GORMAN

CALUMET
CAN GIVE



TO ALL OUR
COMPETITORS

BECAUSE IT IS THE



IN THE HOLE

THE



OF ALL BAKING POWDERS

AND THE



OF THE PANTRY

LIKE A



IT HAS NEVER
BEEN BEATEN

YOU DONT NEED
TO BE



TO
USE IT

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BUY



ON WHAT IT
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OF
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CONTENT

NOTHING
BEATS
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OF
CALUMET
GOODIES

FOR A MERRY CHRISTMAS



Some of the Old-Timers

By AN OLD-TIMER

OUR friend, B. C. Forbes, says: "DIAMONDS ARE CHUNKS OF COAL THAT STUCK TO THEIR JOB." The 1921 Calumet sales force includes a score of salesmen who have become diamonds through ten to twenty years' actual service. Their names are familiar to all of us: Bill Swift, Frank Danforth, O. T. Elliot, Chief Bunyard, J. T. Burnett, W. R. Hadley, Walt Hayes, Dutch Rehbock, Bill Parker, F. J. Wickenberg, Geo. Ratliff, Walt Stout, Geo. Kraft, Jack Crane, Charlie Killen and Chapman brothers, all of whom now occupy prominent positions with us. Their progress is best told by themselves in the following excerpts from their own letters:



J. T. BURNETT, Texas, writes: "I joined the Calumet sales force in 1908. I was hired by Harry Reno. Jack Crane was state manager. Our first deal we called the "Flour Deal," permitting the dealer to give away a small can with each sack of flour. I drove my own team and worked every town from Lampasas to the East state boundary line. My quota the first year was \$400.00 a week. Now, it is \$3,000.00, and I am working the same territory I had fourteen years ago. In those days, the one-pound tin was the largest package. Now I have a fine trade in 5's and 10's. Mr. Warren Wright was sales manager when I started. It is a great pleasure to look back over my work and see the wonderful progress. While trails have been changed into boulevards, dozen buyers have become big contract customers."



O. T. (One Ton) ELLIOT, Kansas, says: "In June, 1909, I met K. K. B. in Sioux City to learn the mysteries of the game. At that time, few manufacturers printed their formula on the label. Through the use of the testing case, I discovered a lot of mysterious types. We found a new variety in almost every town. I have put in twelve years in Kansas and have seen Calumet come up from the poorest seller to the best, where it stands today. My success is due to an honest effort to enjoy the confidence of clerks, grocers and jobbers by being square with all of them at all times."



W. F. BUNYARD, the Oklahoma Chief, notes: "I started with the Calumet Company in 1911, with the old horse and buggy, making the broom corn trails. Walt Hayes coached me three days and set me a thousand dollar weekly quota. I started out with the idea that everlasting work, with a little good judgment and diplomacy, would win a permanent place for me. I believed in the line, for I knew it had quality, and a policy unequalled by any other product sold in the U. S. A year later, Mr. Bell offered me my choice between Kansas, Texas, or East Oklahoma. In spite of the warning that East Oklahoma was a stronghold of cheap, "ten cents a pound" goods, I grabbed East Oklahoma, and started out determined to supplant the cheap goods with a quality product, in spite of h— and high water. After ten years' pounding, Calumet sells itself. It is a common thing to find stores one-hundred per cent Calumet; so now when I think of the others of the old school, it makes me wish we could have a reunion of the old-timers, just to rehearse the old days of "blazing the trail" for Calumet.

Our success has been so great that I wonder sometimes if the Big Chief, Daddy Wright, doesn't—deep down in his heart—say: "I have outstripped my dreams." I can rejoice with the Big Chief, his son, K. K. B., and on down the line to the man that shovels the coal into the great furnaces that make the wheels go round. Old-timers and rookies, accept my best wishes for a happy Christmas and a prosperous New Year.



How One State Grocers' Association Capitalized the Calumet Buy-at-Home Campaign

November, 1921

7

S. D. Newspapers Boost for Home Trade

Over Seventy-five of State's Periodicals Co-operating in Series of Strong Editorials prepared by Calumet Baking Powder Company and Furnished Without Charge

OVER seventy-five South Dakota newspapers have co-operated with the Retail Merchants' Association of South Dakota and have started to run a series of home trade editorials prepared by the Calumet Baking Powder Company. The series present some of the strongest arguments which can be urged for the up-building of the community and against the parasitic and destructive efforts of the catalog houses.

One of the most commendable things about the series is that any benefit which the Calumet people receive is incidental and that their preparation represents a practical sort of altruism. The editorials are furnished in electro form, so the local newspapers do not need to set any type. Each editorial presents a pertinent thought and is well illustrated. Each is ten inches high and either two or three columns wide.

One of the most attractive of the series is entitled: "Support the Schools by Spending at Home—Give Local Youngsters the Best Possible Start in Life." It is illustrated with a scene of a crowd of youngsters playing in a school-house yard and goes on to say:

You would throw up your hands in holy horror, if anyone suggested that you swipe a bench from a school building or pilfer a single page from a book of the school's library. But—are your dealings in public school affairs as honest as you think they are—or perhaps would like to have others suppose them to be? They are not—absolutely not—if you are spending your money for mail order merchandise. You can't send a cent of cash out of town for goods that can be bought in town and support to the greatest possible extent the public schools.

Every brick in the schools—every book in the schools' libraries must be purchased with school "taxes." The size of the taxation depends on the wealth of the community. And the wealth is governed largely by the earning capacity of the people who live in the community.

Money sent away from home doesn't pay for one minute of town "labor." It doesn't fill the dinner pail of a single local worker. It doesn't enrich home dealers. It doesn't by one word broaden the knowledge of the children of this town—add to the attractiveness or comfort of school days.

Money spent with local merchants travels in a circle. It doesn't go out of circulation when rung up on the dealer's cash register—as do mail order dollars when you slip them into the mail box. The dealer spends it here. It pays the help back of the counter, who spends it in town for goods they use. It assists them in purchasing homes—that can be "taxed." I go into more merchandise—and that merchandise is "taxed." And it is on taxation, remember, that your public schools depend.

One of the most graphic of the series shows a couple awakened by flames in the middle of the night. It is entitled: "If Your House Were on Fire, Would You Write a Letter Asking Some Mail Order Concern to Put Out the Blaze?" It continues:

Not you. You'd jump for the nearest telephone and speed along a hurry-up call to your local fire department—and they would respond instantly. Who pays for that fire protection anyway? Mail order concerns? Not much. Its running expenses come out of the city's taxes—and those taxes are paid by people who live here—citizens like you—and merchants.

That money must come out of the pockets of home people. Then spend your money with local dealers—keep it in circulation here, where it will buy not only fire protection, but better roads, better schools, better parks, better libraries—better everything that must be bought with money taken from the city's "coffer."

Not one penny of the money you spend with mail order concerns is passed along to anyone in this vicinity. You get the good it purchases. You wear them out or eat them up. And that's the end of it. Who HERE in this town, gains by it? Not a soul!

You may think you do. May be deluded with the idea that you saved money. A comparison of local dealers' prices and those of mail order concerns will prove you're wrong.

In return for your home-spend dollar the dealer delivers to you without cost for delivery the biggest quantity and quality worth that dollar can purchase. The profit portion of that dollar stays right here at home. A share of it finally finds its way into the pay of firemen and policemen—it helps foot the bills for many public improvements. It makes your town a better town. And buys goods that can't be bettered in quality at prices that can't be beat for real savings.

Don't clog the city's fire plugs, and throw stumbling blocks in the way of more perfect public "service"—by sending your dollars to distant dealers.

You enjoy the benefits paid for largely by home business men—then do business at home.

An outstretched gigantic hand, on which is a woman is dropping a coin from her purse, illustrates another one of the series. The heading reads: "Come Across With the Cash First—Is the Method of Mail Order Merchandising." The text says:

Mail order concerns demand cash in advance. They won't take a chance. They won't trust you. They are the "fair weather friends" of merchandising.

If a local dealer treated you in the same manner you would be madder than a wet hen. But he doesn't! If you desire credit and are worthy of it, he will extend it gladly. Then why not

Favor Dealers Who Will Favor You

Spot cash trading is of course the best policy of purchasing. There are, however, times when even those well heeled financially must resort to "credit" buying. You may see the time when it will not be convenient for you to "come across" with the cash. And when that time comes the local merchant is the only one who will "accommodate" you. The mail order house would turn you down cold. They want your business only when they have your money in hand.

Unless you trade with home dealers when you have the ready cash—don't ask for a "credit lift" in a pinch. It's not just. It's not even common decency to expect your home town dealer to bear the burden of your bills—when you refuse to do business with him when you can do it on a spot cash basis.

By every reason of right your local merchants are entitled to your patronage—every penny of it. They cater to your best interests with the best brands of merchandise. Their quality standards are the highest. Their lines are fresh—clean—right up to date in every particular. Their prices mark the extreme limit of economical buying. They deal fairly. Every dollar you spend with them buys actual value. None of it goes for exorbitant mail order expenses—costly catalogues—high salaries office workers. They don't attempt to lead you on with merchandising "lures"—with low prices on one or a few articles—then high prices on all other goods.

Turn trade to the dealer who in turn will treat you right. Put your confidence in merchants who have confidence in you.

Reprint from Commercial News



Which Hand Wins?

THE set of playing cards that you received were not intended to be used as a game of chance or pastime, you can only use them to play the game of success, each card in itself carrying a real, worth while motto.

K  

ORDERS and shipments are the show-downs that show up the effort a salesman puts forth. The "tricks" he takes are the only "rally" of his worth to himself or to the house that hires him.

K  

NEVER overlook a "bet." The dealer you may not want to call on because he is hard to sell, is out of your way or because you are in a rush to be on your way—may be the one who is holding out the "big" order of the year. You can never tell until you "call" him.

J  

THE sky is your only "limit." Every grocer in your territory represents a customer and a permanent one, if handled right. The dependable quality, the sound economy of the goods you sell keeps buyers coming through with their "antes."

J  

NEVER discard a small merchant because he is in the "deuce" class. He may be "ace high" before long. Then you'll want his business. Go after it now.

K  

DON'T be bluffed by business conditions. Business is always good for the fellow who goes after it and keeps after it. The chap who piles up the stakes is the one who sits tight and plays a stiff steady game all the time.

K  

NO one can stack the deck on you but yourself. It's a square game with no marked cards. You hold high hand in every shuffle and can win if you will play your hand right and work.

J  

COMPETITION hasn't anything up its sleeve or tucked in its boots that you need be afraid of. You can beat them to a frazzle at any game on the board and play fair with the trade while you are doing it too.

J  

YOU are not up against a gamble of any kind. The only chance you take is in not taking a chance at every sales opportunity. Deal every dealer a hand and you are bound to gather in the chips.

Play the game for all that is in it—take every trick.



Dr. Seh's Summer Complaint Remedy

"Timely Tone Tonic" was mailed to you this year as a breezy little hot weather stimulator.



CAUTION!
PEOPLE WHO ARE NOT DESIROUS
OF ATTAINING SUCCESS
ARE WARNED AGAINST TAKING

**Timely
Tone
Tonic**

SUMMER is here—old Sol is doing his best to drive you into the shade. It's ideal weather to contract that common disease known as Slackitis—that's why we are sending you this bottle of Timely Tone Tonic—not because we think you have the disease but you remember some fellow once said "An ounce of prevention is worth a pound of cure." No one is immune from Slackitis. It attacks the young, the old—the tall, the short—the fat, the lean—the wise man, and the fool. Slackitis is that something that makes a man slack up—hunt the shade—loungue around—loaf on the job—let the other fellow do it—lose self confidence—be contented with low sales records. It eats into the very heart of



INGREDIENTS

Timely Tone Tonic contains the following:

Determination	20%
Ambition	20%
Energy	20%
Application	20%
Sticktoitiveness	20%

DIRECTIONS

Timely Tone Tonic is easily digested if taken with concentrated effort. One or two doses will not ward off nor cure Slackitis. Must be taken twice daily in good big doses, early in the morning and at noon, to secure perfect results. If tonic leaves a bitter taste in the mouth it is evident that patient is not getting enough rest at night.

progress—smothers ambition—stifles ability—chokes the conscience—dwarfs pleasures of the future. Human nature is always whispering in the ear of man, "Slow up—take it easy," but the man who heeds this advice is forever lost in the mire of defeat.

Just because you have a good Monday is no reason for taking things easy on Tuesday. Use the thoughts of yesterday's sales only as fuel to obtain greater speed today. There never was a sales record that couldn't be beaten—all it needs is a little more energy exerted in the right direction. Every man has more sales energy stored up than he can ever use—the other fellow has it—you have it. So why not draw on this great reserve you have? Use it—make it work for you—produce results.

Maybe you don't believe in making resolutions, but here's one that will never harm you—"resolved to put all the energy and ambition I am capable of exerting, into each and every day's work." Try this for six months, then sit down and look over your sales—compare them with any other six months' period—you can guess the results—more and bigger sales—larger income—greater satisfaction and increased confidence in your own ability.

Don't set this bottle of Timely Tone Tonic on the shelf and forget it. Take the cork out every day and take a good big dose—it will stimulate your low sales pressure—aid the digestion of a bigger and better day's work.



JOSEPH K. RODES
Groceries and Meats
WHERE QUALITY COUNTS
Fort Logan, Colo.

1922 JANUARY 1922

1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

OUR CO-OPERATIVE
ADVERTISING
helped the
Calumet Dealer
to sell
CALUMET
BAKING
POWDER
and it
increased
his sales
as
well as
his
profits

JAS. DONELLY
Supt. and Fancy Groceries
Salt Lake City, Utah

WEEKLY KITCHEN REMINDER

1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

JAMES GARFIELD & CO.
General Merchandise
DENVER, COLO.

WEEKLY KITCHEN REMINDER

Nov. 25, 1921.
Gentlemen—
Calendars received
and are very nice.

Thanking you for
them, and I am sure
the coming year will
be a good Calumet
Baking Powder year.

I am wishing you
and your Company
a Merry Xmas and
Happy New Year.

Yours very truly,
L. C. LANE,
Good Luck Grocery,
Baker, Ore.

Thousands of other
grocers from coast to
coast agree with Mr.
Lane.

JESSE B. SYKES
Groceries, Fruits and Vegetables
Fort Smith, Ark. & Coalfield, Ky.

WEEKLY KITCHEN REMINDER

1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				



How We Made Calumet a Buy-word in Every Household

**CALUMET
BAKING
POWDER**

The Key to Better Baking

"The Key to Better Baking" might have been called "The Key to Better Posting."

We have never tried to separate the kid and can and never will. This beautiful outdoor sign made some hit.

**BEST
BY
TEST**

**CALUMET
BAKING POWDER**

BEST BY TEST

**PURE IN
THE CAN**

**PURE IN
THE BAKING**

A string of pearls might have been substituted for the cake. But there is quality in Baking Powder as well as Jewelry—that is Calumet Baking Powder.

The "See Slip in Can" appeals to every housewife, chef and baker. A very successful and attractive method of advertising.

See Slip in Can for Cook Book

Thousands of Posters, Painted Walls and Bulletins, like the above, were used in our showing, covering the entire country.



The New Movie Star

THE CALUMET KID

THE year 1921 brought to the housewife the realization of how necessary it is to be able to test the baking ingredients which she uses. She learned through the aid of the movies how to test baking powder. The Calumet Kid made his debut as a movie star, and is making "Best By Test" a household phrase. "The Sixth Sense—Test" is the title of a film that has been shown in hundreds of cities throughout the United States, featuring the Calumet Kid coming to life and giving the housewife the necessary instructions in making

A synopsis of the scenario follows: The housewife is shown in a modern kitchen before her kitchen cabinet which is completely stocked with the necessary ingredients, and she is about to try her skill at making a Calumet chocolate cake.

The different food products are all in view, and she proceeds to test each and every one, figuring, as all housewives do, it is better to be sure than sorry.

First she smells the butter, and her little daughter, who is eagerly awaiting an opportunity to help, inquires what she is doing now,

and the mother replies that she is using her sense of smell to test the butter to see if it is fresh, and she then explains that she uses the sense of smell, taste, touch, sight and hearing—the five senses in fact—to help her determine the fitness of the different ingredients for the baking she has in mind.

As she sets down the package of butter, a little sprite appears, whose very prominent nose indicates that he is the Sense of Smell, and he proceeds to smell the butter, nods his head in a very lively manner that it is O. K. and disappears.

She then places the bottle of milk on the cabinet, and a sprite, the Sense of Taste, with a large and prominent mouth, appears. He proceeds to taste the milk and like his brother, the Sense of Smell, indicates his approval and vanishes.

The Sense of Sight then appears to test the sugar, followed by the Sense of Touch, whose large hand is inserted in the sack, and after feeling of the flour, he pronounces it O. K. The last of the five Senses, Hearing, conducts a test by shaking the egg near his large ear, and indicates that it is fresh and in condition to be used.

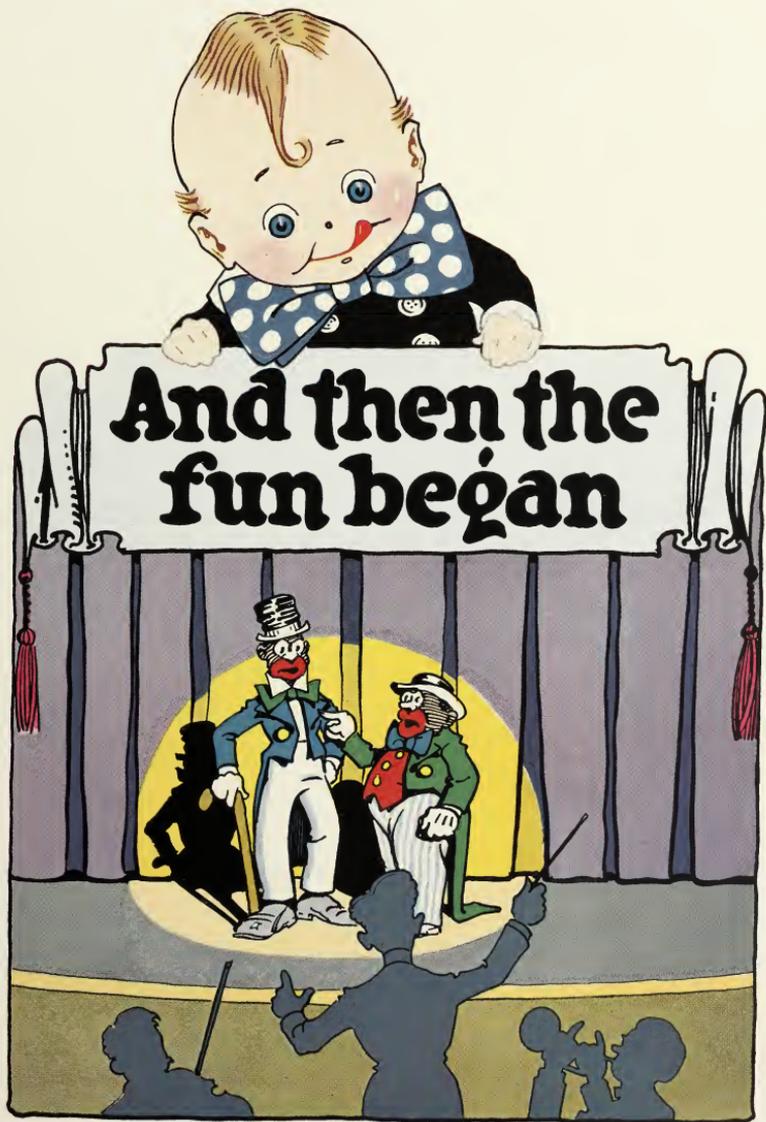
Then the housewife takes up the can of Calumet Baking Powder, takes off the cover, and indicates through her actions that she is unable to tell whether the baking powder is fresh or not, and the little daughter asks her which one of the five Senses she will use to see if the baking powder is fresh. The mother admits that she is unable to do so and sets the can down on the kitchen cabinet. The Sense of Smell appears and after trying to test the baking powder through the sense of smell, with a clap of his hands, summons his four brother Senses to help him. They all attempt to determine the state of the baking powder, but admit themselves baffled and disappear.

During the above, the Calumet Kid, represented by an animated doll about thirty inches high, looks out from one of the cupboards in the kitchen cabinet, winks, indicates his satisfaction with the way things are progressing, and after the Five Senses admit that they are baffled and disappear, he opens the door and greets the housewife and her daughter, saying, "I am the Calumet Kid; I will show you how to test the baking powder." He steps out of the cupboard of the kitchen cabinet, and coming down the shelf or table of the cabinet says, "Get me some cold water and a spoon and I will test it for you."

This he does and then disappears after being embraced by the little girl. The housewife proceeds to make her cake and in the final scene is shown with the completed product. Truly a "Best by Test" cake.

In addition to appearing at the regular moving picture shows, the Calumet Kid in his film, made his debut to the schools and colleges through distribution by thirty of the leading visual educational distributing centers that have come to be regarded as a necessary part in the education of both children and grownups.







Calumet Mastodonic Minstrels

The Greatest Show on Earth

December 24, 1921

DADDY DOCKSTADER WRIGHT, *Interlocutor*

Assisted by

THE DO-IT-NOW QUARTETTE

GEORGE PRIMROSE REW JAMES MCINTYRE WARREN WRIGHT
TOM HEATH BELL NEIL O'BRIEN GALLAGHER

Bones

END MEN

Tambos

GEORGE BLACK	BUD BLACK	W. E. WISEHART	H. F. DAVEY
C. C. STONE	W. R. HADLEY	F. H. REHBOCK	W. B. HAYES
W. E. KROEGER	F. J. WICKENBERG	FLOYD K. WILLSON	C. C. PARKS

Director—THE CALUMET KID

MEMBERS OF SALES FORCE AND EXECUTIVES

BAILEY, KENNETH	CRANE, J. G.	HOWIE, J. W.	MITCHELL, B. F.	SHARP, HAL. D.
BAIRD, MAX	CROSS, PAUL S.	HOWIE, R. M.	MITCHELL, P. J.	SHELEY, E. A.
BARNES, E. E.	CRUSE, J. M.	HOWORTH, C. R.	MONTGOMERY, JOHN	SHEPPARD, S. C.
BATEMAN, M. B.	CURRY, D. J.	HULL, E. G.	MOORE, J. CLINE	SHOVER, E.
BAUGUS, R. B.	DAILEY, G. M.	HUSTON, HARLEY R.	MORGAN, D. S.	SIMMONS, E. J.
BENNETT, SAM H.	DALSHEIMER, A.	IHRER, H. C.	MOSS, T. S.	SISLER, W. H.
BERNAUER, J. L.	DANFORTH, F. N.	IVINS, L. V.	MOYER, GEO.	SIZEMORE, W. H.
BERRIAN, R. M.	DAVIE, R. G.	JOHNSON, M. L.	NAPIER, O.	SMITH, E. F.
BRODEL, R. F.	DAVIES, J. R.	KEENE, C. F.	NICHOLS, FRANK L.	SNYDER, W. G.
BROOKS, H. S.	DILLENKOFFER, J. J.	KIDD, HARRY H.	NOVELL, S.	SPRAGUE, JACK
BROSKY, A. C.	DONOVAN, H. B.	KILLEN, C. W.	O'SHEA, T. J.	STEWART, H. B.
BRYAN, DR. T. J.	DOTY, E. B.	KING, C. L.	OVERGAARD, C. M.	STINE, SIDNEY F.
BUNYARD, W. F.	DUNN, J. H.	KLOTZ, ALFRED C.	PARKER, A. F.	STOUT, W. W.
BURNETT, J. T.	ELLER, R. D.	KOPPEL, G. H.	PARKER, WM.	SWIFT, W. E.
BURNS, J. B.	ELLIOT, O. T.	KRAFT, GEO. F.	PENTECOST, A. H.	TACKETT, T. J.
BUTLER, M. C.	ENGEL, E. J.	LEAHY, WALTER B.	PHILLIPS, H. H.	TIFFANY, H. M.
CAFFREY, R.T.	EZZEL, JOSEPH	LEVENS, W. W.	PLUNKETT, R. E.	TUGGLE, J. C.
CALLAHAN, J. M.	FAULKNER, M. E.	LEWIS, J. C.	POLLARD, J. D.	TURNBULL, GEO. E.
CAMPBELL, A. H.	FERGUSON, JOHN S.	LEWIS, L. L.	PRIMROSE, ROBT. J.	UNTEN, GEO. N.
CARDINE, J. L.	GARY, H. I.	LINDHOLM, I. J.	RADER, A. F.	VANKIRK, N. M.
CARLSON, LEROY	GOODBODY, L. E.	LIPSCOMB, W. A.	RATLIFF, G. O.	WALTON, K. P.
CARNEY, CLEVE	GORMAN, V. W.	LOGIC, LEO L.	RAVESIES, PAUL	WESTBROOK, JAMES W.
CASEY, HUGH G.	HAM, H. E.	LOBREY, BRUCE	REIFF, M. O.	WILLIAMS, FRANK
CAVANAGH, R. D.	HARRIS, CARL C.	MAHER, J. M.	RICHARDSON, N. L.	WILLIAMS, W. R.
CHAPMAN, E. M.	HERRICK, J. L.	MANNING, A. B. (PETE)	RIEL, A. L.	WILSON, L. C.
CHAPMAN, J. M.	HERRICK, W. B.	MANVILLE, G. H.	RIVERS, E. R.	WILSON, W. L.
CHINLUND, V. I.	HIGGINBOTHAM, E. L.	MATHENY, N. R.	ROBERTS, G. A.	YOUNG, DOUGLAS
CHOCOL, EMIL F.	HIGGINS, W. H.	McFARLAND, J. G.	SANDERS, J. E.	YOUNG, UDELL C.
CLARK, C. A.	HOTCHKISS, W. Y.	McGHEE, J. M.	SANDERS, W. A.	ZANONE, JACK
CLEMENTS, P. J.	HOUSTON, ED	McKINNEY, H. L.	SEHL, HARRY	



SPECIALTIES

CHIEF BUNYARD

In his inimitable presentation of

The Dance of the Peace Pipe

And Rendition of an Indian Cubist Creation

HANDSOME DAN

The World's Champion —

Trap and Crap Shooter Extraordinary

“SET ‘EM UP AGAIN” BERRIAN

And the Decoys That Tempted Him

“RATTLING” WISEHART

In His Favorite Role

No Horse Sense to This

“WILLIE WIGGLE” SWIFT

The Everglades Wonder

Shaking Hell Out of a Snake

THE WORLD'S CHAMPION STRONG MAN

And Assistant

J. Cline Moore Uses Dutch Rehbock
as a Dumb-bell

“SPIDER” DAVEY

VS.

“SLUGGER” HAYES

In the Wind-Up

A Double Knock Out

BUD—THE TWO BLACKS—GEORGE

Sing Song Twisters

“HOPI” (M. L.) JOHNSON

In His Impersonation of Calumetta

The Indian Shimmy

The Terpsichorean Marvels

CHAPMAN BROTHERS

In Their New, Eccentric Dance

“FOOT IN THE DOOR”

Test It

THE KICKAPOO HARMONIZERS

Little Bear Crane

White Eagle Killen

Afraid of His Squaw Stout

Red Feather Bennett

Singing One Song in One Key

“I MADE A TEST”

“COTTON” WILLSON and

“LONE STAR” BURNETT

With the

Oriental Purp

Singing

“CALUMET TIME”

“POP” DILLENKOFFER

The Demon Trust-Buster

and

Louisiana Lou

THE MYSTERY MAN

Perhaps You Know His Girl

ADDED FEATURE

Why the Second Part Was Late

THE FRIVOLOUS FROLICER

She's a “dust” catcher

UNIVERSITY OF ILLINOIS LIBRARY



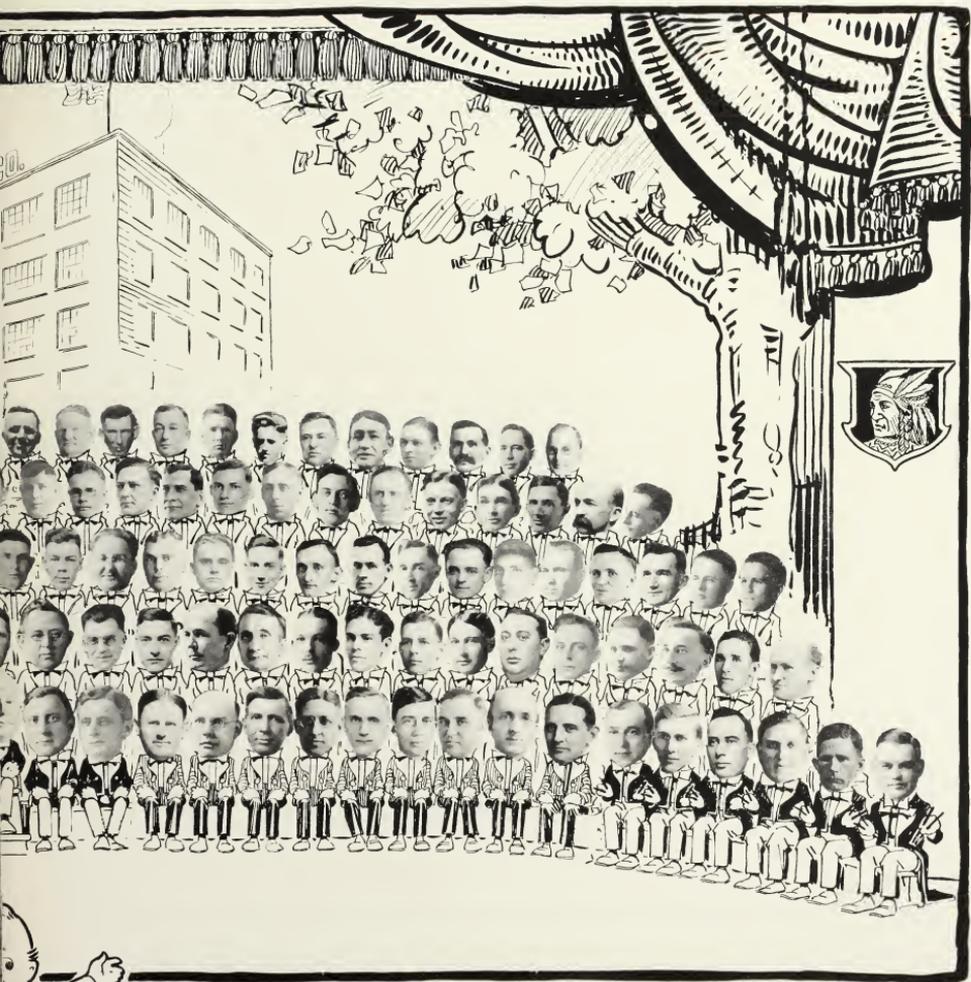


Opening Chorus by the Calu





et Sales Force and Executives



UNIVERSITY OF ILLINOIS LIBRARY





Calumet Minstrels

FIRST PART

EXECUTIVES AND SALES FORCE

CALUMET

To the tune of ILLINOIS

With your sales ever increasing Calumet! Calumet!	Your success is a wondrous story, Calumet! Calumet!
With your quality ne'er decreasing Calumet! Calumet!	You have won everlasting glory, Calumet! Calumet!
With your sales-force, tried and true And your policy true-blue You'll succeed in whate'er you do, Calumet! Calumet!	With your splendid organization A true fighting aggregation You will lead in every nation, Calumet! Calumet!
You'll succeed in whate'er you do, Calumet!	You will lead in every nation, Calumet!

GENTLEMEN, BE SEATED!

DADDY DOCKSTADER WRIGHT, Interlocutor

JAMES MCINTYRE WARREN WRIGHT: Say, dad, ole top—ah'll say dis gatherin' is some scrumptuous spectacle. As we stood here, ah was suhveying de decorations. Some doings—but lacking de anti-Volstead spirit. Talking about suhveys, did yo' heah 'bout de suhvey conducted by de Casino Club among de Lake Sho' celebrities?

INTERLOCUTOR DADDY DOCKSTADER: Why no, son, I had not heard of any survey. What was the idea?

J. McI. W. W.: Well, you see, dad, that's been considerable ahgument 'bout de effect of prohibition, so dey took a suhvey to find out if de married men stay home evenings, now dat dere's no place to go.

INTER.: Well—a very commendable undertaking. What was the result?

J. McI. W. W.: Well, suh, dey found since prohibition cum into effect, de married men do stay home every night. Now dey goes down to the cellar, proving what ah has always contended—*dat a man may be DOH N, but he's neeah OUT.*

TOM HEATH BELL: Daddy Wright, dere's one thing dat sho pesticides me.

INTER.: Well, Bell, what's your trouble?

T. H. B.: How cum yo' agency am called de Sehl Advertising Agency? Dat's what ah wants to know. How cum de *sale* before de *advertising*? My book say dat de *advertising* should *precede* de *sale*.

INTER.: Sure, and that's right; but you know Harry, he thinks he must always come first.

T. H. B.: Is dat so? Well, mebbe dat 'counts fo' his liberal donations to the Speeders' Court. But talking about speed, Mistuh Sehl ain't in it with Bill Hadley. He kin give 'em all cards and spades when it comes to sho nuf speed.

INTER.: Indeed, what records does Mr. Hadley enjoy as a speedster? Are you referring to his drive with the Gold Coast car Number One recently?

T. H. B.: No suh-ree! Ah's talking about another race—de human race. Haven't yo' heard how Hadley won de coast championship at de Amalgamated Ananias Club of America? And, believe me, dat's going some—specially so in California where de membership is limited to three classes—Liars, Damn Liars and Native Sons.

GEO. BLACK: Daddy, did yo' heah about our friend, Floyd K., getting pinched down in Atlanta de other Sunday?

INTER.: Why no, George, I can't believe it. Tell me about it.

GEO. BLACK: Well, yo' see, Floyd K. had been promising de kids to take 'em ovah to Peachtree Park, and after he got 'em all rounded up, he led de way, with de children followin' him in squads—when all at once a big, burly policeman grab Floyd and say: "Yo' are under arrest." Floyd say: "Under arrest? How cum? Ah ain't done nothing." 'The police say: "Yo' musta done something or yo' wouldn't have all dis crowd following you." Poor Floyd, ah sho was sorry fo' him.

FLOYD K. WILLSON: You tell 'em, Shrimp. You dassent cum out of yo' shell when you's home. Daddy, would yo' believe it, dat little, two by four, "blacker an me" is so scared of his wife dat when he gets home late, he gets into de bed backwards so dat if his wife wakes up, he kin 'splain he was jest getting up.



GEO. BLACK: Why, yo' big Atlanta ace of spades, how you get dat way? Eny how, my wife don't pick my pockets.

FLOYD K.: Ah'll say she don't!—She jest takes 'em as she cums to 'em.

INTER: Gentlemen! Gentlemen!

BILLY SWIFT: Daddy Wright, times sho have changed since we fust stashed on de road. Does yo' remember de old-fashioned "Ladies' Parlor" in de hotel—de one with de lace cuhains at de window and de lace doilies on top de onyx table? Yo' know, de "Ladies' Parlor" used to be de room where de sedate woman who had to be in a hotel—golly, how she dreaded it—waited, but believe me, nowadays it's different. If yo' are going to meet a dame in a hotel, yo' don't look fo' de "Ladies' Parlor." No suh! because she wouldn't be dere. Yo' generally find her right out in de middle of de lobby, with her legs comfortably crossed, occupying one of de chairs which was formerly used by specialty salesmen. She's out dere because she don't want to miss anything, and de salesmen are in de same vicinity fo' de same reason. Speaking of sedate ladies, how is my friend, Eddie Barnes? Ah nevah will forget Barnes at our last big banquet. When de wine was served, Eddie turned his glass upside down. Ah said: "Eddie, you'd better have a drink." Eddie said: "No, thank yo', suh. Ah took a drink once—nevah again fo' me." When dey passed de pipes, ah profusely pressed him to hit de Calumet with us, but Eddie said: "Ah smoked a pipe once, but nevah again"—and Eddie's still single. Ah wonder who she was?

INTER: Now, Billy, don't be too hard on Bachelor Barnes He may yet decide to pay rent for two.

J. CLINE MOORE: Talking about rent, Daddy, reminds me of my fust job in Houston. Ah was a rent collectah. On my list ah had one ole wench whose rent was a dollah and a half a month fo' one room. She nevah had a cent when de rent cum due, so ah had to give her de third degree. She said: "Yo' needn't give yourself any uneasyness about dat. Ah lives fo' one thing, and dat is to pay my rent, and if ah do, ah am satisfied. Yo' jest go ahead and tend to yo' own business." Finally, she did pay her rent, and I started to go away, but she said: "Hold on, Niggah, ah'm a business woman and ah wants my 'cept." "Why," ah said, "ole lady, ah am not in de habit of collecting a debt twice." She said: "It makes no difference, ah wants my 'cept." So ah wrote one and as I handed it to her ah said: "Now is yo' any happier?" She said: "Ah sho is." Ah said: "How cum?" She say: "Everybody got to die, don't dey? Well, everybody wants to go to heaven; and when ah gets up to heaven and knocks on de door, de fust question St. Peter is going to ask me is: 'Is yo' paid yo' debts?' And when ah say, 'Yes, suh,' he'll say, 'Where's yo' 'cept?' And if ah ain't got no 'cept ah'll have to hunt all over hell to find yo' to get it."

Daddy, how cum yo' nevah visit us no mo' down at Houston? We sho would give yo' a gran' time. Billy Swift's Florida ain't got nothing on Houston and Galveston for climate. We has outdoor recreations all winter—baseball 'n' everything. Last Sunday, Dutch Rehbock was umpiring a game. De pitcher threw a hot one ovah de plate and Dutch says: "Strike one." Another one just as good as de fust, and Dutch said: "Tuh." De big niggah with de bat turned around and said, "Tuh what, niggah?" and Dutch said: "Tuh high." Finally, de bases got full—three balls and two strikes—a man on fust, second, and third base. Dutch looked at his rule book. De next one came ovah—a bad one, two feet wide—Dutch yelled: "Fo' balls and yo' out." "How's that?" Well yo' aint naturally out," Dutch says, "but ah ain't got no place to put yo', so ah've got to put yo' on de bench."

Seeing all de enterprise and push heah tonight reminds me of some of de Southerners who leave Texas to go up Nawth. Dey get up dere and things go so bad dat dey sit on de stove and meditate thusly: "My gracious, ah sho am sorry ah evah left ole Texas. Ah made a mistake. Why, down dere, niggahs make yo' crop fo' yo', and de sheriff sells it fo' you"—yes man; and dey dun spake a parable.

INTER: Mr. Gallagher, you have been very quiet. How has the world been serving you of late?

GALLAGHER: Splendacious, Daddy. Ah have a happy home 'cept fo' one thing.

INTER: What's your trouble?

GALLAGHER: Everything is all right around my house 'cept de rats. De rats around our place are something awful. Dey are de worst "varmint's" yo' evah saw.

INTER: Well, Jack, why don't you get some rat biscuit?

GALLAGHER: Rat biscuit nothing. Dey'll eat Calumet biscuits the same as we do, or get nothing at all!

WALT HAYES: Heyah! Heyah! Heyah! Some biscuits! Talking about biscuits reminds me of baking powder; but dere is other kinds of powder, too. Ah was in de drug store in Kansas City last Sunday, and a boy comes in and says: "Boss, ah wants to buy some powder." "What kind do you want?" asks de white folks. "Ah wants powder." "Well, what kind—face, gun, or bug?" "Ah wants bug." "How much?" "Three cents' worth." De white folks say: "Ah won't wrap up dat much." De boy say: "Ah ain't said nothing about wrapping it up, boss, just drap it on my head." Heyah—Heyah—Heyah!

Then another niggah came in and says: "Ah wants some powder, too." "What kind do you want? Mennen's?" "No, suh—women's." "Scented?" "No suh, ah'm gwine to take it with me." Yes, suh, the only powder they really knows in Kansas City is the old Indian Head.



INTERLOCUTOR:

Mr. Gallagher will now present the "Hundred Point of Honor" Badges to the cleverest bunch of stars that I know—our 1921 Hundred Pointers.



WHY DANFORTH WANTED TO PLAY IN THE ORCHESTRA

TOPIHEAFY TOPSIES

*I don't like intellectual dames,
Give me the flapper with a dimple;
Fie on the Peoria Poetical Maymes,
I don't like the intellectual dames.
When I recall my string of flames,
They all were young and sweet and simple—
I'm strong for the musical Janes.*

—DAN.

CHIEF BUNYARD RECITED A KRAZYPOMIE

(Translated from Kiwahweelahiho)

*It was midnight on the ocean,
Not a street car was in sight;
The sun was shining brightly,
And it rained all day that night.
'Twas a summer night in winter
And the rain went howling, squealing,
A barefoot boy with shoes on
Stood sitting on the ceiling.*

*It was evening and the rising sun
Was setting in the north
And the little fishes in the trees
Were gaily flying forth.
The rain was pouring down
The moon was shining bright
And everything that you could see
Was hidden out of sight.*

*While the organ peeled potatoes,
Lard was rendered by the choir;
While the sexton wrung the dish rag,
Some one set the church on fire.
"Holy Smoke," the preacher shouted,
In the rain he lost his hair;
Now his head resembles Heaven,
For there is no parting there.*





Decoys vs. Distribution

THE DECOYS THAT INDUCED BERRIAN TO SEND IN A WEATHER REPORT. A GOOD REFLECTION OF THE HUNTRESS AND "A CASE OF GOOD JUDGMENT" BY THE COWBOY.

The snapshot was made way down in Missouri—the "show me" State.



NO HORSE SENSE TO THIS

MY AUTOMOBILE

*When I read it 'some
Of these brain-throbs
Jumped over the fence,
Climbed a telegraph pole,
Burst its cylinder head,
Exploded all its tires
And then turned around and
Barked at me.*

W. E. Wischart

The Coast Connoisseur of Horseless Ideas.

Note: W. E.'s knowledge of WHEELS, HOT AIR, GAS and NUTS made him most valuable to The Gold Coast Car in the recent National Event.



"DUTCH" REHBOCK HELD UP BY THE CALUMET ACE

Being continually held up as a (horrible) example is about as monotonous as the music of an automatic piano, but it is much less strain on your nervous system than trying to balance a halo on the back of your head.



BILLY'S SWIFT LINE-UP

*Take it from me, there ain't no
good in booze.*

*I've been against it long enough
to know.*

*You guys still have strength
enough to choose,*

*Take water—straight!—an'
let the red-eye go.*

*This game of life's a hard one,
ain't it, bo?*

*It's one long fight from start
to finish, see!*

*If you fight booze, that means a
lot more woe,*

Take it from me!

Booze never boosts—it knocks; it makes you lose

Yer self-respect, it makes yer thoughts come slow,

It gets yer nerve, it muddles up yer views;

I've been against it long enough to know.

The fun it brings is mighty quick to blow,

The woe it brings ain't never goin' to flee;

You guys that still have strength enough to choose,

Take water—straight!—an' let the red-eye go.

It's booze that put me in the place I be,

Take it from me!



Team Work Tells



*Trim a window
Decorate a fence,
Sell every home,
Gee, it's immense.
Early in the morning,
Late at night,
Always in condition,
Ready for a fight.*

Who is (s)he?

CALUMETTA

*Wild roved an Indian girl,
Bright Calumetta,
Where sweep the waters of the
Blue Aquametto.
Swift as an antelope,
Through the forest going,
Loose were her jetty locks.
In waving tresses flowing.*





Calumet *Raises* the Pastries so Everybody *Falls* for 'Em



The Calumet kid's conception of service is more than to manufacture the best baking powder.

His responsibility goes on down to and includes the finished products

The Kickapoos Raise a Little Y-hell

I MADE A TEST

(Tune:
"I WANT A GIRL")

*I made a test, just such a test
As Gallagher taught to me.
I made the mixture right.
It came up "out of sight"
Just as it should be—
The good old fashioned test
that makes them talk,
The kind that from our rivals
gets a squawk
I made a test. Yes "Best by
Test"
And I'll make many more.*



CRANE

KILLEN

BENNETT

STOUT



Boys Who Have the Courage and Ability to GO



AFTER THE BALL

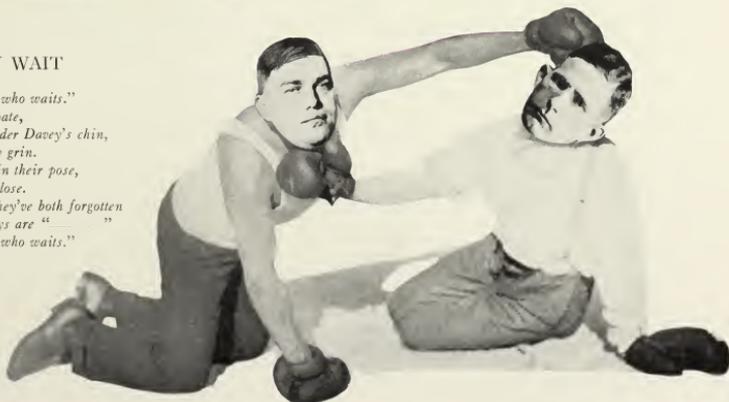
Words by Danforth Music by Jack Zanone

*When you've seen all the sights of the great city,
And sampled its various fun,
You've walked on its pavements grimy and gritty,
And you've seen how its "doings" is done;
You've blown in your cash like the craziest sailors,
There's been action wherever you've been,
Like Calumet, you're leaders, not pikers or traitors.
You Indian Head fellows,
Real Calumet sellers,
The Hundred-Point Specialty men.*

*Soon you'll finish your playing, and back to your
toilin',
Your dough all vanished and spent;
But like making a TEST, you kept her boilin',
There was sure class to the pace that you went.
The bright lights are fine, for a short time,
But every city's a narrow walled pen,
For you K.R.-CAL hummers,
You Highest Award drummers,
You corking, hard working, Hundred Point
men.*

BUT!—WHY WAIT

*"Everything comes to him who waits."
Wall got his right on the pate,
And thrusts his "mitt" under Davey's chin,
And then assumes a sickly grin.
Down, but still dignified, in their pose,
This little act is about to close.
"Sufficient" is the word they've both forgotten
As genuine pugs, these boys are "
"Everything comes to him who waits."*





Fads and Fancies



WHO READS THE LABEL ANYHOW?

Have you a little fairy? Oh, no, that's all wrong.
No G. D. Twins here. This is the good
Night-Girl. No, wrong again. She is

THE "GOOD NIGHT" GIRL

*Met a pretty girl one day,
Took her down to see a play;
Bought her candy, cake and cream,
And other things that she had seen.
Thought I was in good all right,
When I took her home that night,
Hung around and begged a kiss,
And what do you think she said, this miss?*

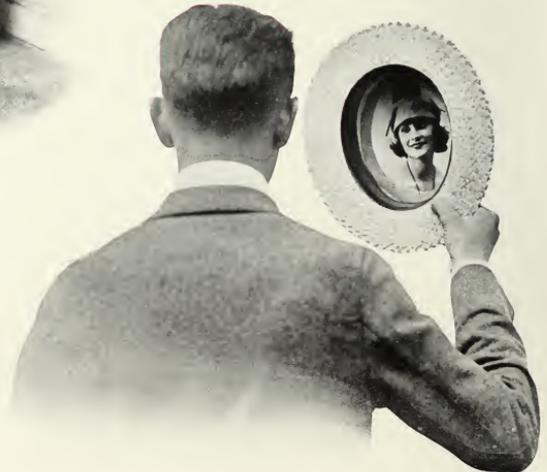
GOOD NIGHT!"

Who said a certain 100-pointer had
nothing but his hair on his mind?

Maybe you know this hymn.

*"I will be true while you're away,"
Thus ran the damsel's song.
"I will be true; but, oh, I say,
Don't be away too long."*

Maybe you know her.





She Rolls Her Own

The entire chorus come out to see this act





Down South Stunts



Two Old Timers
FLOYD K. AND J. T.
do a turn

CALUMET TIME

(Tune: "In The Good Old Summer Time")

*In the good old summer time,
In the good old winter time,
Making dems. and stick towns,
Getting all that's mine.
Doubling quotas and smashing records,
And that's a very good sign,
That Calumet's the leader
In the summer and winter time.*

DILLY, THE DEMON TRUST BUSTER
makes 'em sit up and take notice

Dilly attained his reputation as an animal trainer during the popular reign of the "Sazerack Cocktail." It was after one of these famous concoctions that he discovered the animal origin of Chicago—

Chi = $\frac{3}{7}$ chicken
ca = $\frac{2}{3}$ cat
go = $\frac{1}{2}$ goat





The Greatest Chief of All Shakes Hand
with the Calumet Chief

Why not?—they both hail from Ohio.





T · R · A · D · E

As we pay others, we are paid:
Life gives us back just what we give.
And so we do not live to trade,
But trade that we may truly live.

Sales may be made in money, yes,
But they are always made to men;
And so Goodwill controls success,
Bringing folks back to buy again.

He cannot profit long or much
Who sells a single time to each;
The cost of single sales is such,
Prices rise out of common reach.

He profits most whose every sale
Creates a friend, whose kindly thought
Serves to perpetuate the tale
Of what and where and why he bought.

Such trading—like the growing grain—
Repeats itself an hundredfold.
Who trades thus makes a triple gain;
In friends, in happiness, in gold.

As we pay others, we are paid:
Life gives us back just what we give.
And so we do not live to trade,
But trade that we may truly live.

—CHARLES HENRY MACKINTOSH,
President Associated Advertising Clubs of the World.



Success is a matter of men
and methods—
not of time or territory



See 'em Go!

The CALUMET SV

Here is the list of cars entered:

Car No. 1—Gold Coast Limited.

Car No. 2—Intermountain

Speed Bus.

Car No. 3—Corn Belt Packard.

Car No. 4—Great Lakes Flyer.

Car No. 5—Cotton Belt Cannon

Ball.

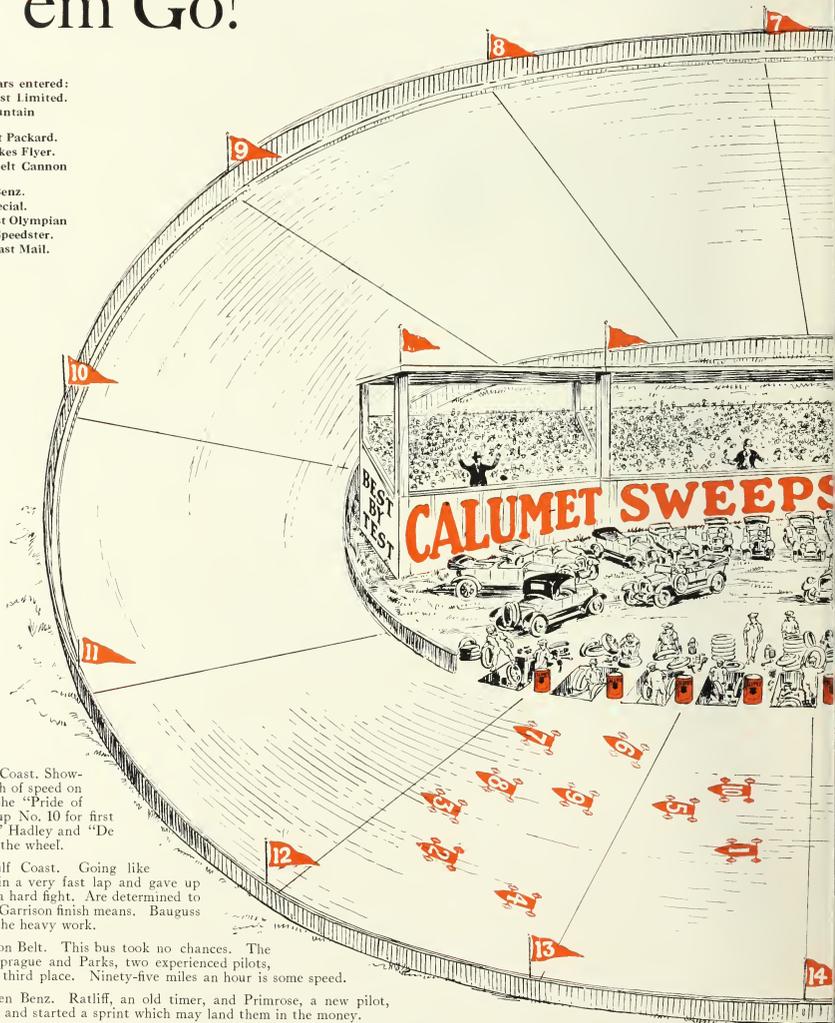
Car No. 6—Blitzen Benz.

Car No. 7—Texas Special.

Car No. 8—Northwest Olympian

Car No. 9—Central Speedster.

Car No. 10—Gulf Coast Mail.



Car No. 1—Gold Coast. Showing an amazing flash of speed on the homestretch, the "Pride of the Coast" passed up No. 10 for first place. "Two Gun" Hadley and "De Palma" Roberts at the wheel.

Car No. 10—Gulf Coast. Going like wild-fire! Turned in a very fast lap and gave up the lead only after a hard fight. Are determined to show No. 1 what a Garrison finish means. Bauguss and Lipscomb did the heavy work.

Car No. 5—Cotton Belt. This bus took no chances. The clever driving of Sprague and Parks, two experienced pilots, enabled her to hold third place. Ninety-five miles an hour is some speed.

Car No. 6—Blitzen Benz. Ratliff, an old timer, and Primrose, a new pilot, alternated as driver and started a sprint which may land them in the money.

Car No. 4—Great Lakes Flyer. Steady plugging has kept this bus in the race. Carlson, a Speed King, from the wilds of Wisconsin at the wheel. Six men alternated as mech. SOME CO-OPERATION.

As they turned into the hom



DEEPSTAKES HANDICAP

The speediest and sportiest classic of the entire year



A bird's-eye view of the Calumet Sales Track, showing the positions held by the various sales divisions as they rounded into the stretch with only two weeks to go.

These Bulletins were issued weekly to each member of the Calumet sales force and kept the contestants' interest at white heat.

Car No. 9—Central Special. Tied with No. 4 for fifth place. These two cars are furnishing plenty of excitement for the Central States fans. Curry and Gorman in charge of the boat.

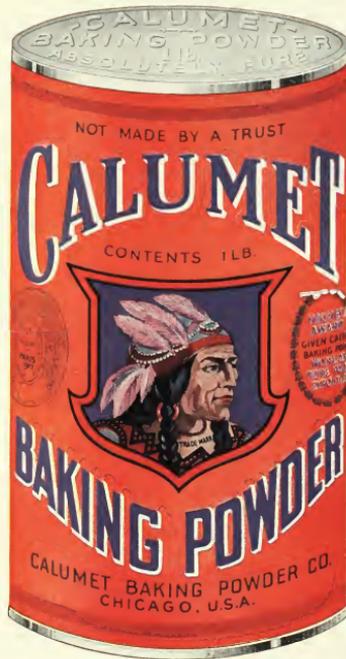
Car No. 8—Northwest Special. Some one got careless and stepped on the brake instead of the accelerator. Show us another one of those spurts No. 8. Donovan and Davey in the seat.

Car No. 2—Intermountain Speed Bus. Two more weeks to go and eating the dust of seven other cars. "Do your stuff" now, No. 2. Open her wide and see what speed you really can make. Morgan and Caradine handling this car.

Car No. 7—Texas Special. The rangers ran out of gas and were forced into the pit. Davie relieved "Ace" Moore at the wheel. This car should show exceptional speed in the straightaway.

Car No. 3—Corn Belt Packard. Maher and Hayes still working like beavers, to get up with the bunch. Give them some help, you other pilots.

stretch—the thirteenth week



"BEST BY TEST"

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A WORD ABOUT THE CALUMET REVIEW OF 1921

This De Luce Review was prepared by Mr. K. K. Bell and Mr. C. F. Keene with the co-operation of the entire organization. The mechanical work was produced by The Faithorn Company, of Chicago, under the supervision of Mr. Glenn A. Bishop. The preparation of copy, cuts and final editing of a large edition occupied less than thirty days.

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